

To: Renfrewshire Integration Joint Board

On: 24 November 2023

Report by: Strategic Lead and Improvement Manager

Heading: Renfrewshire HSCP - Winter Plan 2023/2024

Direction Required to Health Board, Council or Both	Direction to:	
	1. No Direction Required	x
	2. NHS Greater Glasgow & Clyde	
	3. Renfrewshire Council	
	4. NHS Greater Glasgow & Clyde and Renfrewshire Council	

1. Summary

- 1.1. Each year Renfrewshire HSCP proactively develops plans to ensure the resilience of critical services over the winter period.
- 1.2. As previously reported, the HSCP has recognised that a range of pressures are no longer only visible in winter but instead are prevalent throughout the year. This winter planning process therefore reflects and builds on the HSCP's increased focus on year-round business continuity activity.
- 1.3. The HSCP's winter planning this year once again focuses on identifying further actions which are required to protect service provision during this period across our internal and hosted services. The HSCP has worked closely with partner organisations to ensure alignment across our respective winter plans, in line with national priorities. The plan also reflects local learning from last winter and the HSCP's current risk and issue context.
- 1.4. The draft Winter Plan 2023/24 is attached as Appendix 1 to this paper and provides a summary of the additional actions being taken to prepare for the winter period in Renfrewshire.

2. Recommendations

It is recommended that the IJB:

- Approve Renfrewshire HSCP's draft Winter Plan 2023/24;
- Note that the Plan aligns to both the NHSGGC Board and Renfrewshire Council Winter Plans and will remain a live document to respond to changing circumstances throughout the winter period; and
- Note that implementation of winter plans will be supported by internal and external communications and engagement strategies, developed in conjunction with NHSGGC and Renfrewshire Council.

3. Background

- 3.1. As part of the IJB's role as a Category One Responder under the Civil Contingencies Act 2004, the IJB has formal duties to assess risk and to maintain Emergency and Business Continuity Plans. Winter planning forms a core part of these duties. In June 2021, the IJB agreed to responsibilities for discharging these duties to the Chief Officer, as its Accountable Officer. An update on our approach to implementing Category One duties was provided in the Chief Officer Report in September 2023.
- 3.2. In undertaking these delegated responsibilities, the HSCP continues to work with partners through existing resilience arrangements regionally and locally. This includes contributing to the development of NHS Greater Glasgow and Clyde's and Renfrewshire Council's Winter Plans and ensuring alignment between these and the HSCP's plans. Early cross-system engagement commenced in May 2023, with the HSCP participating in a range of workshops with NHSGGC colleagues, a national planning workshop hosted by Public Health Scotland, and attendance at the National Winter Planning Summit in September. Engagement with Renfrewshire Council also continues, including presentation and discussion of the HSCP's planning with CMT.
- 3.3. Discussions at the National Winter Planning Summit have subsequently been reflected in the Scottish Government's Health and Social Care Winter Preparedness Plan for 2023/24, published on 25 October 2023. This identifies 8 priorities for the health and social care system over winter which have been reflected in the HSCP's draft Plan:
- Ensure people receive care at home, or as close to home as possible, where clinically appropriate.
 - Consistent messaging to the public and our staff that supports access to the right care, in the right place, at the right time.
 - Focus on recruitment, retention and wellbeing of our health and social care workforce.
 - Maximise capacity to meet demand and maintain integrated health and social care services throughout autumn and winter.
 - Support the delivery of health and social care services that are as safe as possible through the autumn and winter period, including delivery of a winter vaccination programme for Covid-19 and flu.
 - Work in partnership across health and social care, and with other partners, to deliver [the Winter] Plan.
 - Protect planned care with a focus on continuing to reduce long waits.
 - Prioritise care for the people in our communities who need it most.

4. Assessment of emerging winter risks

4.1. The HSCP's Winter Plan continues to reflect a range of ongoing risks which have informed the range of actions developed. They include:

- The continued pressures and increased demand facing health and social care services locally, regionally, and nationally and the risk that these could negatively impact on staff health and wellbeing. This continues to be a priority for the HSCP's SMT.
- The potential for disruption to power supplies. National Grid have stated that the likelihood of planned rolling outages to manage the network demand through winter has decreased for the coming winter in comparison to 2022/23, however there also remains a low likelihood of unplanned incidents due to local or national electricity infrastructure faults or severe weather (these remain a large focus of our plan for this winter and ongoing planning with partners).
- The potential for cyber-attacks or technology incidents to impact upon the availability of systems and data to support service management and delivery.
- The potential further impact of the financial climate and the cost-of-living crisis on the needs of local citizens and already vulnerable individuals, which could increase demand on local health and social care services and limit the scale of response available.
- Geopolitical risks, including the war in Ukraine, continue and there remains a potential for these to impact on the availability and cost of supplies, with a consequent impact on available finances.
- The continued potential for, and likelihood of, increased levels of influenza and other viruses, and the impact of new COVID variants (such as Pirola) this winter, which could impact on staff availability and increase pressures within acute services.
- The ongoing risk to the sustainability of providers within the sector, which can reduce availability, flexibility and choice around service provision.

5. Details of the HSCP's Winter Plan and supporting processes

5.1. The Winter Plan 2023/24, attached as Appendix 1, provides a summary of the additional actions being taken to prepare for the winter period to mitigate against the risks identified above. These actions summarise the detailed work undertaken to develop plans in each service area, including hosted services, and reflect work which is undertaken throughout the year to support business continuity.

5.2. Each of the deliverables which form the HSCP's Plan encompass a range of key activities. This includes those actions which are organisation-wide or service specific to ensure that appropriate arrangements are in place to support service provision during the winter period. Similar to previous years, these actions have been captured under the following categories:

- Vaccination programmes

- Operational resilience
- Surveillance and Response - Monitoring and Control (Governance)
- Supporting the public
- Supporting our partner organisations
- Enablers and optimisations of existing infrastructure
- Festive period planning
- Workforce planning / staffing

5.3. Examples of actions within these categories include:

- The HSCP's ongoing involvement, with partners, to address the impacts of the cost-of-living crisis and support delivery of the Fairer Renfrewshire Committee's objectives. The Committee was set up to ensure that no-one in Renfrewshire is left behind, and has responsibility for matters on cost of living, social renewal and tackling poverty. The HSCP has Head of Service participation in the Fairer Renfrewshire Officers Group and is working with colleagues within Renfrewshire Council to deliver the second year of the Winter Connections programme for 2023/2024.
- Working with partners to plan and develop the necessary response to power outages, including a national power outage scenario. The HSCP has completed business cases and undertaken feasibility studies in support of securing backup power sources to support critical services at key sites. Service priorities have also been reviewed to consider how support could be provided to the most vulnerable residents and service users in the event of a widespread outage.
- The HSCP also continues to collaborate with partners to plan the necessary response to a cyber-attack or an incident which results in the HSCP losing access to key systems and or data. Renfrewshire Council have purchased a non-networked cloud-based system that can be used to host back up data for use in the event that any normal channels/networks are compromised. Training has been completed, and work is being undertaken to create the structure and load the required critical data for our social care services. This will be followed by a review of contingencies for critical data within health services, liaising with NHSGGC.
- The HSCP and partners also recognise the critical importance of continuing to support staff to maintain their health and wellbeing, and to complement existing measures and support mechanisms where possible. Additional measures include but are not limited to (i) continued support to access local and national wellbeing support (regularly covered in Chief Officer staff update emails); (ii) creation of a new staff health group to replace the previous Healthy Working Lives group; and (iii) ensuring appropriate uniforms and work wear for winter weather are available.

6. **Related partner planning arrangements**

6.1. As noted in Section 3 above, the NHSGGC winter planning process commenced in May this year and included a series of cross-system workshops/meetings prior to the summer to consider lessons learned, confirm priorities, capture activity occurring in local areas and agree on new initiatives required to support resilience

this winter. The NHSGGC Winter Plan was subsequently considered by the NHSGGC Board on 31 October. In addition to this, the HSCP has also worked closely with colleagues within NHSGGC and other HSCTs within the Board to respond to the Scottish Government's request that Health Boards and HSCTs jointly complete a 'winter readiness checklist'. This was submitted to the Scottish Government in September and captured a summary of winter planning actions ongoing across a range of criteria.

- 6.2. In addition, Renfrewshire Council also undertakes regular planning for winter and is working closely with HSCP colleagues to develop related plans and coordinate communications as part of the annual 'Ready for Winter' communications plan. Key elements of this plan over the coming months will target staff, local businesses and residents and will include enhanced public health messaging in relation to flu and COVID vaccinations, the cost-of-living crisis, and the potential for planned and unplanned energy outages, and cyber security. National communications will also continue to be shared through local channels to raise awareness of key messaging in relation to winter service provision.

7. **HSCP Communications and Monitoring arrangements**

- 7.1. In addition to communications provided to staff through partner organisations, the HSCP's Communications Team incorporates regular winter planning messaging into Chief Officer updates to ensure that staff and teams are aware of necessary preparations and actions that are required and the support that is available to them to maintain their health and wellbeing. In addition, regular discussions will be maintained with service teams to review plans and provide the opportunity for further discussion and refinement. This activity and supporting communications will continue to be iterative and responsive to changing circumstances.
- 7.2. Regular winter planning and general business continuity updates are brought to HSCP Senior Management Team (SMT) meetings. The SMT will continue to oversee the delivery of the Plan and monitor supporting data to ensure the effectiveness of the actions being taken. The IJB will be updated on any emerging requirement to make significant changes to the Plan or the intended response throughout the winter.
- 7.3. To support our ongoing resilience, the HSCP are establishing a resilience network which will encompass representation from all services. This group provide a central forum for monitoring and reviewing winter plans, and wider resilience plans, over coming months and into the future.

Implications of the Report

1. **Financial** – Winter planning requirements are incorporated within ongoing financial planning.
2. **HR & Organisational Development** – No specific impacts from this paper.
3. **Community Planning** – The HSCP continues to work with community partners to ensure a coordinated approach to winter planning on joint issues.
4. **Legal** – This paper reflects the IJB's obligations as a Category One responder under the Civil Contingencies Act 2004.
5. **Property/Assets** – No specific impacts from this paper.

6. **Information Technology** – Appropriate scenario planning for use of digital technology to support service provision has been undertaken. Additional work remains underway to assure access to our critical data when normal access routes are compromised.
 7. **Equality & Human Rights** – No specific impacts from this paper.
 8. **Health & Safety** – Actions within the plan have been specifically identified regards the health, safety and wellbeing of HSCP staff and service users.
 9. **Procurement** – The HSCP's Winter Plan includes actions to hire or purchase additional winter equipment e.g. clothing and 4x4 vehicles. These are procured to agreed routes.
 10. **Risk** – A clear link between the HSCP Risks and Issues log and winter / continuity planning was established in 2021 and has been maintained.
 11. **Privacy Impact** – None
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Appendix 1: RHSCP Winter Plan

No	Priority	Objective	Related Actions	Owner(s)
1	Vaccination programmes	To ensure we protect our staff and the public by delivering the required seasonal vaccination programmes; Flu and COVID Booster.	<ul style="list-style-type: none"> • HSCP delivery of flu and COVID boosters to care home residents, the housebound and those with weakened immune systems. • NHSGGC responsibility for the delivery of mass flu, boosters and COVID-19 vaccination programmes to staff and the public including child immunisations as appropriate. • Supporting communications and information to staff to encourage uptake. 	Interim Head of Health & Social Care (West Renfrewshire)
2	Operational resilience	<p>To ensure we continue to embed our frameworks, policies and plans to support service resilience and the prioritisation of emergency and critical services, whilst maintaining the delivery of other essential services.</p> <p>This includes a focus this winter on the HSCP's 'Data Resilience' plans and specifically how each service would respond when faced with a loss of systems, network, or power.</p>	<ul style="list-style-type: none"> • Review and update of Business Continuity Plans and specifically data resilience plans. • Promoting and operationalising disruptive weather policies including working with the council regards gritting, securing appropriate transport (such as 4x4 vehicles), creating forecasts, rotas and plans for contingency service arrangements for additional surge / staff deployment capacity especially in Care at Home, Care Homes, and Community Meals. • Logistics and supply chain monitoring for hand sanitiser, PPE, medication, and other key equipment and supplies (particularly due to supply chain impacts arising from geopolitical tensions and conflicts). • Creation of a contingency plan for the supply of community meals and meals in other critical services • Utilisation of technology to add resilience to existing service plans; ability to redirect phone lines to alternative buildings and to add messaging. 	All Operational Heads of Service

3	Surveillance and response - monitoring and control (governance)	To ensure we continue to survey our environment and stay abreast of how our services are performing for our service users, taking note of any lessons learned and amending our policy and practice as required to sustain service levels.	<ul style="list-style-type: none"> • Development of a regular Winter Plan and Business Continuity update which includes relevant operational and strategic risks and issues, aligned to the terms of our Risk Framework. • Twice daily multi-disciplinary delayed discharge meetings within Renfrewshire and two weekly board-wide meetings to provide high level of scrutiny. • Continued focus on Discharge without Delay (DwD). • Continued utilisation of the care home huddle model and monitoring through fortnightly meetings. • Coordination of Partnership planning and management of dependencies between service and organisational plans. 	All Operational Heads of Service
4	Supporting the public	To ensure we support the public to continue to access required services, addressing their critical and essential needs and supporting residents to remain safe and well.	<ul style="list-style-type: none"> • Comprehensive communications and engagement strategies which provides our staff and the public with information to help them prepare for winter. • Sharing partner and national messaging as appropriate to raise awareness of system pressures and preventative actions / alternative routes available to the public. • Working with partners to implement additional measures to support our communities, including close working with the Fairer Renfrewshire Committee and implementation of the Winter Connections programme for the 2nd year 2023/24. 	Communications Team
	Supporting our partner organisations	To ensure we support our partner organisations to take steps to prepare for winter and collaborate on necessary solutions for the benefit of residents.	<ul style="list-style-type: none"> • Acute, Localities and Care at Home joint plan to support prompt discharge and minimise delays. • The continued utilisation of interim and intermediate care beds to support swift hospital discharge. 	All Operational Heads of Service Communications Team

5			<ul style="list-style-type: none"> • Spot purchase of interim placements (up to 6 weeks in duration) as required to provide step down support from a hospital setting. • Continued delivery of the Home First Response Service to support redirection from the hospital front door, prevent admissions and support speedy discharge. • Proactive planning with GP Practices, Care Homes, and Nursing Homes, including BCP sessions with independent contractors and providers. • Continued delivery of clinical support through the Renfrewshire Care Home Liaison Team and oversight through the fortnightly Care Home huddle meetings. • Implementation of Call before Convey model for Older People's Care Homes, extending access to Care Home ANP team over 7 days to prevent unnecessary conveyance to ED. • Continued focus on Anticipatory Care Planning (now known as Future Care Planning) through local ACP group, working alongside NHSGGC's ACP group. 	
6	Enablers and optimisation of existing infrastructure	To ensure we deliver, champion, and optimise the use of appropriate infrastructure across the partnership, with our partners, to underpin the successful delivery of our plans.	<ul style="list-style-type: none"> • Scenario planning for potential situations where additional roll out of digital resources may be required (e.g., NHS Near Me, virtual clinics, video calling) and ensuring we are adequately prepared from a technology and ICT perspective. • Optimising the use of Community Pharmacy. • Utilising existing infrastructure to build resilience within services. E.g., telephony infrastructure changes for Care at Home and ADRS. 	<p>All Operational Heads of Service</p> <p>Links with Partners (NHSGGC/Renfrewshire Council)</p>
7	Festive period planning	To ensure we adequately understand the needs of services through the festive period and plan	<ul style="list-style-type: none"> • Continued forecasting of service demand through the festive period and aligning this to the staffing to ensure we have adequate cover. 	All Operational Heads of Service

		<p>appropriately to maintain and manage service levels and any potential disruption.</p> <p>This includes a focus on early confirmation of festive rotas, alongside mitigating actions to address any service staffing issues should these arise.</p>	<ul style="list-style-type: none"> • Signposting staff and the public to the right services at the right time, taking into account the need for redirection to address peaks 	Communications Team
8	Workforce planning / staffing	<p>To ensure we deliver the right balance of annual leave and staffing across services to maintain service levels throughout the winter period.</p> <p>To ensure we support the health and wellbeing of our staff so that they remain well and are able to undertake their roles through potentially challenging winter conditions.</p>	<ul style="list-style-type: none"> • Agreed annual leave policies / volumes and staff flexibility at a service level. • Continued focus on rolling recruitment programme within Care at Home. • Ensuring a comprehensive suite of health and wellbeing support is available to staff including signposting through new bespoke web page and links to advice, support and tools provided by NHSGGC, Renfrewshire Council and nationally. • Contingency staffing arrangements between services • Accommodation planning (e.g., crisis respite) which can be deployed if and when required. • Continued focus on supporting personal safety, winter driving and lone working arrangements. 	<p>All Operational Heads of Service</p> <p>Partner Organisations HR Teams (NHSGGC / Renfrewshire Council)</p>