

**To: Renfrewshire Integration Joint Board**

**On: 2 October 2020**

**Report by: Chief Officer**

**Heading: Renfrewshire HSCP - Winter Plan 2020/21**

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

## 1. Summary

- 1.1. Planning for winter 2020/21 within the context of COVID-19 is underway across NHSGGC taking account of learning and adaptation from the service responses to the pandemic.
- 1.2. The draft Winter Plan 2020/21, attached as Appendix 1, describes additional actions being taken to prepare for the winter period in Renfrewshire. It should be read in conjunction with the Draft NHSGGC Unscheduled Care Commissioning Plan<sup>i</sup>, which was presented to the IJB on 26 June 2020 and describes the Board-wide work to reduce reliance on unscheduled care.

## 2. Recommendations

It is recommended that the IJB:

- Approve Renfrewshire HSCP's draft Winter Plan 2020/21; and
- Notes that the Plan will be aligned to the NHSGGC Board Winter Plan and will be a flexible, live document to allow us to review and reprioritise as necessary, as we respond to the changing circumstances surrounding the pandemic

## 3. Background

- 3.1. As we prepare for winter, it is clear the challenges related to the pandemic are not yet over. Although the reduction in the number of inpatients with COVID-19 is evident, it is essential we maintain the flexibility and capacity to increase our response at any time. Balancing this and the requirements

of remobilisation will need significant effort and focus to ensure we continue to provide high quality, safe and person-centred care to our service users.

- 3.2. Renfrewshire HSCP's Winter Plan has been adapted to include more specific COVID-19 related actions.
- 3.3. The Plan focuses on the following key actions:
  - Updating Business continuity plans
  - Promoting and operationalising Adverse Weather policies
  - Scenario plans for local COVID-19 outbreaks, second wave and our ongoing response
  - Ensure Operational escalation plans, workforce capacity plans and rotas
  - Strategies for additional surge capacity
  - Optimising the use of Community Pharmacy
  - Acute, Localities and Care at Home joint plan to support prompt discharge and minimise delays
  - Communication Plans for staff and the public
  - Delivery of seasonal flu vaccinations to staff and the public
  - Proactive planning with GP Practices, Care Homes and Nursing Homes
  - Development of a Winter Plan Risk Register to enable a responsive approach;
  - Monitoring the impact of Brexit
  - Securing sufficient cleaning capacity
  - Ensuring resilience within the Community Meals Delivery Services
  - Access to Information and Communications Technology (ICT) equipment to support service delivery.
- 3.4. This Winter Plan complements our ongoing work to reduce the demand for unscheduled care and is aligned to the NHSGGC winter planning work programme.
- 3.5. Once approved by the IJB, the Winter Plan will be shared with the Council's Civil Contingency Team and NHSGGC Health Board colleagues.
- 3.6. The Winter Plan will be brought fortnightly to the HSCP Senior Management Team meetings, with Operational Heads of Service responsible for service updates. The Senior Management Team will manage/oversee the delivery of the Plan and monitor supporting data to ensure the effectiveness of the actions being taken.
- 3.7. The IJB will be kept briefed on our response throughout the winter at Development Sessions, and if there is any significant change to the Plan

this will be reported to the IJB via the regular Recovery and Renewal Update.

### Implications of the Report

1. **Financial** – None
2. **HR & Organisational Development** – None
3. **Community Planning** - None
4. **Legal** – Meets the obligations under clause 4.4 of the Integration Scheme.
5. **Property/Assets** – None
6. **Information Technology** – None
7. **Equality & Human Rights** – The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – None
9. **Procurement** – None
10. **Risk** – None
11. **Privacy Impact** – None

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<sup>i</sup> [https://www.renfrewshire.hscp.scot/media/12484/Draft-Unscheduled-Care-commissioning-Plan/pdf/Draft\\_Unscheduled\\_Care\\_commissioning\\_Plan.pdf?m=1598522828897](https://www.renfrewshire.hscp.scot/media/12484/Draft-Unscheduled-Care-commissioning-Plan/pdf/Draft_Unscheduled_Care_commissioning_Plan.pdf?m=1598522828897)



**Renfrewshire HSCP****Winter Assurance Framework 2020/21**

**This Framework describes additional actions being taken to prepare for the winter period. It should be read in conjunction with the Draft NHSGGC Unscheduled Care Commissioning Plan, which describes the Board-wide work to reduce reliance on unscheduled care and is available online via the following link: [https://www.renfrewshire.hscp.scot/media/12484/Draft-Unscheduled-Care-commissioning-Plan/pdf/Draft Unscheduled Care commissioning Plan.pdf?m=1598522828897](https://www.renfrewshire.hscp.scot/media/12484/Draft-Unscheduled-Care-commissioning-Plan/pdf/Draft%20Unscheduled%20Care%20commissioning%20Plan.pdf?m=1598522828897)**

| <b>Key Action</b>                                      | <b>Response</b>  | <b>Lead</b>                                |
|--|--|--|
| 1. Business continuity plans                           | Business Continuity Plans are under review. Reminders will be issued to ensure all plans are up to date.   | Head of Administration                     |
| 2. Promote and operationalise adverse weather policies | Policy reminder to be issued to all service areas.<br><br>Communication to all staff. This will take account that in 2020/21 an increased number of staff continue to work from home.<br><br>Identify other appropriate bases for staff as the number of available premises is currently reduced due to COVID. | Head of Administration/Communications Team |
| 3. Access to 4-wheel drive vehicles                    | Hire arrangements to be in place with driving lessons/test/insurance for 4-wheel drive vehicles covered in hire.<br><br>Availability of drivers to be confirmed.   | Locality Managers                          |

| Key Action  | Response   | Lead   |
|---|--|--|
|   | <p>Services that require 4-wheel drive vehicles includes: DN/RES/Care at Home/ORT prescriptions for Addictions Services/Community Hubs.</p> <p>The provision of 4-wheel drive vehicles to ensure Care at Home Services, including community meals, can still be delivered in the event of severe weather and prevent any potential disruption to these essential services.</p> <p>Locality call-outs – ensure flexibility of staff depending on location.</p>                              |  |
| <p>4. Preparation for outbreaks/ second wave of Covid</p> | <p>Develop a resource plan to reinstate our humanitarian response if required through redeployment of staff – in particular, Medicine, Food and Welfare.</p> <p>Scenario plans for a 2<sup>nd</sup> wave are in place in relation to Care Homes and Care at Home.</p> <p>Ensure scenario plans are in place from the three completed lockdown scenarios in:</p> <ul style="list-style-type: none"> <li>• COVID-19 outbreak</li> <li>• Multiple outbreaks</li> <li>• Second wave</li> </ul> | <p>Head of Strategic Planning and Health Improvement</p> <p>Head of Health and Social Care</p> <p>Senior Management Team</p> |

| Key Action  | Response  | Lead                            |
|---|---|---------------------------------|
| 5. Operational escalation plans for festive period tested with partners | <p>Operational Heads of Service to ensure management cover over the holiday period.</p> <p>Single route into the HSCP communicated to the Acute system when pressures are identified. HSCP to provide input to daily huddles, with escalation route through Head of Service. Process in place for the Chief Officer (or nominated SMT member) to be the main escalation route for the RAH, outside the huddle process.</p> <p>Communicate escalation plans with staff and partners.</p> | Operational Heads of Service    |
| 6. Capacity monitoring  | <p>Agreement and flexibility on the best use of our staffing resource. Robust recording and monitoring process in place for those self-isolating and overall absence trends.</p> <p>Staff welfare is well supported by managers, which is ongoing as part of the HSCP COVID response.</p>   | Heads of Service                |
| 7. Ongoing response to COVID  | <p>Implement good practice and learning from the COVID-19 experience if there is a resurgence.</p> <ul style="list-style-type: none"> <li>• Care Homes (internal and external to the HSCP)</li> </ul>   | Heads of Health and Social Care |

| Key Action                                  | Response   | Lead  |
|---|--|---|
|   | <ul style="list-style-type: none"> <li>• Care At Home services (internal and commissioned)</li> <li>• Social Work staff, in particular those based at the RAH</li> <li>• District Nursing and Rehabilitation Services</li> </ul> <p>Provide additional support for possible redeployment to COVID-19 testing centres.</p>  | Senior Management Team  |
| 8. Strategies for additional surge capacity | <p>Use of the respite unit at Hunterhill Care Home available as a step-down facility when the demand for Care at Home Services cannot be met. Discussion with the Care Inspectorate required in terms of the variation of service. Daily reporting allows flow management.</p> <p>Maintain crisis respite for Learning Disability Services.</p> <p>COVID restrictions in place on the use of beds.</p> <p>Adoption of NHSGGC System Wide Escalation Policy, procedures and supporting local actions.</p> | <p>Head of Health and Social Care</p> <p>Senior Management Team</p> |



| Key Action  | Response  | Lead   |
|---|---|--|
|   | <p>In line with the workforce planning work - stream, identify staffing resource that can be redeployed if necessary.</p> <p>Map out what additional resources/support may be required when Operational Services are under pressure.</p>  | <p>Head of Health and Social Care</p> <p>Head of Strategic Planning and Health Improvement /Head of Health and Social Care</p> |
| <p>9. Optimising the use of Community Pharmacy</p>                                    | <p>Continue the prescribing of rescue medication for COPD patients by community pharmacists to reduce pressure on GPs, Community Services and/or Acute Services, and support self-management.</p> <p>Pharmacy First - people can access community pharmacy for minor ailments without going to a GP.</p> <p>Appropriate NHSGGC and Renfrewshire Council communications will be shared with all independent providers.</p> | <p>Lead Pharmacist</p> <p>Communications Team</p>  |
| <p>10. Workforce capacity plans and rotas to be agreed by the end of October 2020</p> | <p>Confirmation that rotas and staffing schedules will be completed by the end of October 2020 to ensure adequate cover/capacity and resilience over the winter period.</p> <p>Wider teams required to support front line services. Look at wider capacity in terms of Christmas and New Year holidays.</p>   | <p>Heads of Service</p>  |

| Key Action   | Response   | Lead   |
|--|--|--|
|  | <p>Business Support (Council and HSCP) – Head of Administration will seek advice from the Council as staff are generally off during the Christmas/New Year period. Determine what needs to be put in place for adequate cover over this period.</p>  | <p>Head of Administration</p>                                      |
| <p>11. Acute, Localities and Care at Home joint plan to support prompt discharge and minimise delays</p> | <p>The SW Team Manager (RAH) monitors and manages the discharge process. Capacity shift from locality services as a contingency when necessary for this priority service.</p> <p>Inpatient Dashboard that provides up-to-date patient flow and capacity data in place.</p> <p>A joint plan and discharge process to be agreed by Acute and the HSCP for the period 18th December 2020 until 6th January 2021. Discussions to take place with Acute on maintaining contact during this period. HSCP Services will be operational throughout the festive period and performance continuously monitored</p> <p>Hospital Social Work Team attends daily huddles including bank holidays. Services will be responsive to any Acute requests for additional support.</p> | <p>SW Team Manager (RAH)</p> <p>Head of Health and Social Care</p> |

| <b>Key Action</b>  | <b>Response</b>  | <b>Lead</b>   |
|--|--|---|
| 12. The risk of patients being delayed on their pathway is minimised | Contract/Locality Managers continue to work with external care homes.  | Head of Health and Social Care  |
| 13. Communication Plans for staff and public                         | Re-enforce NHSGGC Board public messages regarding preparations for winter, including referral mechanisms and alternatives to admission (local directory).  | Head of Strategic Planning and Health Improvement/Communications Team   |
| 14. Delivery of seasonal flu vaccinations to public and staff        | <p>Peer immunisation will be delivered in conjunction with the mass flu clinics.</p> <p>Communications Plan to advertise and promote staff immunisation.</p> <p>HSCP plan in place for the delivery of the over 65s and 55-64 age group flu programmes.</p> <p>Communicate with Care Homes and Care at Home providers to seek assurances they will be offering staff immunisations and direct to the community for flu vaccinations.</p> <p>GP plan in place for immunising 18-64 at risk cohort.</p> <p>Child flu immunisations plan in place for the Central Pre-School and School Immunisation Teams.</p> | <p>Head of Health and Social Care/<br/>Service Managers – District Nursing/RES</p> <p>Clinical Director</p> <p>Central Pre-School and School<br/>Immunisation Teams</p> |

| Key Action                                    | Response   | Lead  |
|---|--|---|
| <p>15. Winter Planning with GP Practices</p>  | <p>Continue to build on the increase in Key Information Summaries (KIS) for high risk individuals in March 2020 during COVID-19 pandemic. The main aim is now to reduce differences between GP practices and work with them to ensure Key Information Summaries are reviewed and kept up to date.</p> <p>Ensure all GP Practices are open and can provide an urgent service.</p> <p>Engage with GP practices to ensure repeat prescription arrangements are in place for the holiday period.</p>                                     | <p>Clinical Director</p>                          |
| <p>16. Proactive planning with Care Homes</p> | <p>Implemented through daily huddles; weekly Care Inspectorate meetings and Public Health meetings. Fortnightly clinician led meetings are also in place with the care home sector providers.</p> <p>In line with the guidance, continue to support care homes with infection control at a national and local level.</p> <p>Daily monitoring of infection rates.</p> <p>Continuation of nurse assurance and Care Inspectorate visits. Care Home Team enhanced with Allied Health Professionals (AHPs) and Care Home nurses. Also</p> | <p>Chief Nurse/Service Managers in DN and RES</p> |

| Key Action                    | Response  | Lead  |
|-------------------------------|---|---|
|                               | <p>recruiting a lead Advanced Nurse Practitioner (ANP) and Care Home Advanced Nurse Practitioner. Corporate Team to ensure consistency of approach within NHSGGC Partnerships.</p> <p>Continue to work with care homes to accept admissions in line with national guidance.</p> |   |
| 17. Winter Plan Risk Register | A risk register will be developed and monitored at Operational Heads of Service meetings and by the Senior Management Team.   | Head of Strategic Planning and Health Improvement   |
| 18. Planning for Brexit       | <p>Ensure our planning around Brexit aligns with the NHSGGC Board and Renfrewshire Council Plans.</p> <p>Monitor any risks that will impact our Winter Plan.</p>  | Head of Administration                              |
| 19. Cleaning Teams            | Discussions with NHSGGC and Renfrewshire Council to ensure overall facilities management and emergency access is in place to respond to COVID outbreaks etc. so disruption to service delivery is minimised.  | Head of Administration                              |
| 20. Community Meals Delivery  | Meet with partners to ensure resilience plans around the delivery of community meals are in place.  | Head of Health and Social Care/Care at Home Manager |

| <b>Key Action</b>             | <b>Response</b>  | <b>Lead</b>                                       |
|-------------------------------|--|---|
| 21. ICT Equipment and Support | Identify any outstanding requests for equipment for the winter period.<br><br>Ensure an urgent IT helpdesk is available.<br><br>Explore the need for an on-call service for ICT (Information and Communications Technology) resources and support. | Head of Strategic Planning and Health Improvement |