

To: Renfrewshire Integration Joint Board

On: 17 September 2021

Report by: Head of Strategic Planning and Health Improvement

Heading: Renfrewshire HSCP - Winter Plan 2021/22

| 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. Planning for winter 2021/22 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 2021/22, 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 Final NHSGGC Unscheduled Care Commissioning Plan¹.
- 1.3. As we prepare to enter our second pandemic winter, there is a recognition that recently we have not experienced peaks and troughs in service levels as was normally seen pre-pandemic. Service levels and demand have experienced greater degrees of fluctuation over a prolonged period of time. Reflecting this context, the HSCP will undertake a review of the overarching Business Continuity Planning process and will seek to ensure that relevant actions (such as those relating to disruptive weather) are reviewed regularly, thereby minimising the need for onerous annual winter planning exercise in future years.

2. Recommendations

It is recommended that the IJB:

- Approve Renfrewshire HSCP's draft Winter Plan 2021/22;
- Note that the Plan will be aligned to both the NHSGGC Board Winter Plan and the Renfrewshire Council Winter Plan and will remain a live document to respond to changing circumstances surrounding the pandemic and other external factors;
- Note that updates on the revision of the HSCP's Business Continuity Plan will be submitted to the IJB Audit, Risk and Scrutiny Committee;

- Note the proposal to streamline the winter planning process through alignment of current winter planning activity with ongoing Business Continuity planning; and
- Note the requirement to update our internal and external communications and engagement strategies required to deliver the plan

3. Background

3.1. As we prepare for our second pandemic winter, it is clear that significant challenges remain. The fluctuation in the number of COVID-19 cases continues, and this coupled with the continued and expected increase in other viral infections; norovirus, flu and other viruses through winter, remains a concern. It is therefore essential that the HSCP maintains flexibility and capacity to adapt the Partnership's response at any time. Balancing this and the requirements of recovery will need significant effort and focus to ensure we continue to provide high quality, safe and person-centred care to our service users.

| No | Priority | Objective | HSCP Owner(s) |
|----|---|---|---|
| 1 | Vaccination Programmes | To ensure we protect our staff and the public by delivering the required seasonal vaccination programmes; Flu, COVID Booster and COVID Vaccine 21/22. | Clinical Director Head of Health & Social Care West Renfrewshire |
| 2 | Operational Resilience | To ensure we have frameworks, policies and plans in place to ensure our service delivery remains resilient and prioritises the delivery of emergency and critical services, whilst maintaining the delivery of other essential services | 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. | All Operational Heads of Service |
| 4 | Supporting the public | To ensure we support the public to continue to access required services, ensuring their critical and essential needs are met and that residents remain safe and well. | Communications Team |
| 5 | Supporting our Staff | To ensure we support our staff to remain in good health and to be supported as they undertake their roles through potentially challenging winter conditions. | Senior Management Team Communications Team |
| 6 | Supporting our Partner Organisations and Partners | To ensure we support our partner organisations to take steps to prepare for winter and collaborate on the right solutions for the benefit of the residents. | All Operational Heads of Service Communications Team |

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| 7 | Enablers and Optimisation of existing Infrastructure | To ensure we deliver, champion and optimise the use of appropriate infrastructure and enablers across the partnership, with our partners, to underpin the successful delivery of our plans. | All Operational Heads of Service Links with Partners (NHS GGC/Renfrewshire Council) |
| 8 | Festive Period planning | To ensure we adequately understand the needs across the services through the festive period and plan appropriately to maintain and manage service levels and any potential disruption. | All Operational Heads of Service |
| 9 | Workforce Planning / Staffing | To ensure we deliver the right balance of annual leave and staffing across the services to maintain service levels throughout the winter period. | All Operational Heads of Service Partner Organisations HR Teams (NHS GGC / Renfrewshire Council) |

- 3.2. Renfrewshire HSCP's Winter Plan has been reviewed and adapted to align with a wider Business Continuity review commencing within the partner, and it aligns with both the NHSGGC Board and Renfrewshire Council winter planning arrangements. The HSCP works with our partners to learn lessons from previous winter planning.
- 3.3. The NHSGGC winter planning process will include a cross-system workshop to confirm priorities and agree on new initiatives. The intention is to complete a final NHSGGC Winter Plan by 22nd September 2021. Renfrewshire Council also undertakes regular planning for winter and is working closely with HSCP colleagues to coordinate communications over the winter period as part of the annual 'Ready for Winter' communications plan which will this year include enhanced public health messaging in relation to flu, COVID testing and vaccinations.
- 3.4. The Plan focuses around nine key priorities and objectives, which are underpinned by a suite of 29 key deliverables (see appendix 1). These inform detailed plans within HSCP services:
- 3.5. 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. This Winter Plan forms a core part of these duties. In June 2021, the IJB agreed to delegate to the Chief Officer, as its Accountable Officer, responsibilities for discharging these duties. In doing so, the HSCP will continue to engage with partners through existing resilience arrangements regionally and locally and as part of these arrangements will share the approved Winter Plan will be shared with NHS Greater Glasgow and Clyde and Renfrewshire Council through these routes.
- 3.6. The Winter Plan will be brought regularly to HSCP Senior Management Team meetings, with Operational Heads of Service responsible for service updates.

The Senior Management Team will oversee the delivery of the Plan and monitor supporting data to ensure the effectiveness of the actions being taken. In doing so, the IJB will be kept briefed on our response throughout the winter if there are any significant changes to the Plan.

3.7. As noted above, the development of this Winter Plan will inform and support a wider review of Business Continuity Planning arrangements in place within the Partnership. Updates on this review, and any relevant developments to Business Continuity Planning procedures, will be brought to IJB via the IJB Audit, Risk and Scrutiny Committee at a later date.

3.8. Each of the deliverables which form the HSCP's Winter Plan will encompass a range of key activities. This includes those actions which are both organisation-wide and service specific to ensure that appropriate arrangements are in place to support service provision during the winter period. A summary is provided in the table below to provide the IJB with further detail on the breadth of activity within scope (it should be noted however that the following list is not exhaustive).

| Plan Priority | Related actions |
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| Vaccination programmes | <ul style="list-style-type: none"> • The delivery of flu, boosters and COVID-19 vaccinations to staff and the public including child immunisations as appropriate. |
| Operational resilience | <ul style="list-style-type: none"> • Review and update of Business continuity 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 capacity especially in Care at Home, Care Homes and Community Meals. • Logistics and supply chain monitoring for PPE, hand sanitiser, medication and other key supplies (particularly due to Brexit and COVID supply chain impacts). |
| Surveillance and response | <ul style="list-style-type: none"> • Development of a regular Winter Plan update which includes relevant operational and strategic risks and issues, aligned to the reporting agreed within the revised Risk Framework. • Winter planning performance reporting to support operational decision making. • Coordination of Partnership planning and management of dependencies between service and organisational plans. |
| Supporting our staff and the public | <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. • An agreed humanitarian response plan. |
| Supporting our Partner Organisations and | <ul style="list-style-type: none"> • Acute, Localities and Care at Home joint plan to support prompt discharge and minimise delays. • Proactive planning with GP Practices, Care Homes and |

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| Partners | Nursing Homes. |
| Enablers and optimisation of existing infrastructure | <ul style="list-style-type: none"> • Scenario planning for potential situations where we need to 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. |
| Festive period planning | <ul style="list-style-type: none"> • Forecasting of service demand through the festive period and aligning this to the staffing to ensure we have adequate cover. • Signposting staff and the public to the right services at the right time, taking into account the need for redirection to address peaks |
| Workforce planning / staffing | <ul style="list-style-type: none"> • Agreed annual leave policies / volumes and staff flexibility at a service level • Contingency staffing arrangements from 3rd parties, partners and other third sector organisations • Accommodation planning (e.g. crisis respite) which can be deployed if and when required. |

Implications of the Report

1. **Financial** – Winter planning requirements are incorporated within ongoing financial planning.
2. **HR & Organisational Development** – None from this report.
3. **Community Planning** – None from this report.
4. **Legal** – Meets the IJB's obligations as a Category One responder under the Civil Contingencies Act 2004.
5. **Property/Assets** – None from this report.
6. **Information Technology** – Appropriate scenario planning for use of digital technology to support service provision during winter will be undertaken. This will draw upon the experience and learning from the pandemic to date.
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** – Actions within the plan have been specifically identified regards the health, safety and wellbeing of HSCP staff and service users.
9. **Procurement** – Potential for increased purchasing through winter to ensure sufficient stocks remain and also for contractual agreements with specific winter equipment providers, e.g. 4x4 vehicles.
10. **Risk** – a clear link between the HSCP Risks and Issues log and winter / continuity planning will be established and managed.
11. **Privacy Impact** – None

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Appendix 1 – Deliverables aligned to winter planning objectives

| Priorities and Objectives | Deliverables |
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| 1. Vaccination Programmes To ensure we protect our staff and the public by delivering the required seasonal vaccination programmes; Flu, Covid Booster and Covid Vaccine 21/22. | Peer Immunisation Plan |
| | Flu Housebound Immunisation Plan |
| | COVID-19 Booster immunisation Plan |
| | Staff Immunisation Plan |
| | At risk Immunisation Plan |
| | Child flu Immunisation Plan |
| | Immunisation comms Plan |
| 2. Operational Resilience To ensure we have frameworks, policies and plans in place to ensure our service delivery remains resilient and prioritises the delivery of emergency and critical services, whilst maintaining the delivery of other essential services | Business Continuity - Refreshed Service Plans |
| | Business Continuity - COVID19 Specific Plan |
| | Business Continuity - Disruptive weather plan |
| 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. | Winter readiness/preparedness Plan |
| | Winter planning performance meetings scheduled |
| | Winter performance service dashboard |
| | Winter Risk and Issues Summary |
| 4. Supporting the public To ensure we support the public to continue to access required services, ensuring their critical and essential needs are met and that residents remain safe and well. | Service re-direction communications plan (National and boardwide) |
| | Winter preparedness communications plan for Renfrewshire residents (local disruption etc) |
| 5. Supporting our staff To ensure we support our staff to remain in good health and to be supported as they undertake their roles through potentially challenging winter conditions. | Winter preparedness communications plan for Renfrewshire HSCP staff |
| | Staff availability planning |
| | Staff health and wellbeing plan |
| 6. Supporting our Partner Organisations and Partners To ensure we support our partner organisations to take steps to prepare for winter and collaborate on the right solutions for the benefit of the residents. | GP Practice Winter Plan |
| | Discharge and Delay minimisation joint plan (Acute, Localities and Care at Home) |
| 7. Enablers and Optimisation of existing Infrastructure To ensure we deliver, champion and optimise the use of appropriate infrastructure and enablers across the partnership, with our partners, to underpin the successful delivery of our plans. | Agreed winter-specific contracts and service levels with contractual suppliers |
| | Specialist equipment to support response e.g. four wheel drives |
| 8. Festive period planning To ensure we adequately understand the needs across the services through the festive period and plan appropriately to maintain and manage service levels and any potential disruption. | Forecasted festive period service loads for each service |
| | Appropriate supplies of medication and other healthcare supplies to cover the festive period |
| | Festive Period Communication and escalation strategy and plan (SMT and Manager Cover) |
| | Workforce plans to meet the forecasted demand across services |
| 9. workforce planning / staffing To ensure we deliver the right balance of annual leave and staffing across the services to maintain service levels throughout the winter period. | Workforce and service level contingency plans – staffing (and scenario planning) |
| | Workforce and service level contingency plans – accommodation (and scenario planning) |