# NHS Golden Jubilee

### **Meeting: NHS GJ Board Meeting**

### **Meeting date: 17 November 2022**

### **Title: NHS Golden Jubilee Winter Plan 2022**

### **Responsible Executive/Non-Executive: Gareth Adkins - Executive Director Strategy, Planning and Performance**

### **Report Author: Rikki Young – Head of Planning**

## 1 Purpose

### This is presented to the Board for:

### Decision

### This report relates to a:

* Government policy/directive
* Local policy

### This aligns to the following NHS Scotland quality ambition(s):

* Safe
* Effective
* Person Centred

**This aligns to the following NHSGJ Corporate Objectives:**

Consistent with NHS Golden Jubilee Board Strategy and Corporate Objectives, and priorities outlined in the NHS Golden Jubilee Annual Delivery Plan, and Workforce Plan

## 2 Report summary

## 2.1 Situation

NHS Boards are required to complete and return a Winter Preparedness Assurance Checklist to Scottish Government by 7 November 2022. Following Executive Directors Group approval, this checklist was returned to government on 7 November and is presented to the Board for noting.

While not mandated to do so, NHS Golden Jubilee prepares an annual Winter Plan which describes (at a high level) the Board’s arrangement for winter. This plan sets out the arrangements in place for winter 2022 taking into consideration issues such as the ongoing potential impact of COVID-19, Respiratory Syncytial Virus, seasonal flu and other respiratory conditions, severe weather impacts and industrial action. The 2022 Winter Plan is presented to the Board for noting.

## 2.2 Background

Scottish Government requested that NHS Scotland territorial and patient facing national boards complete a Winter Assurance Checklist to provide a level of assurance in the state of readiness for winter across Scotland. The checklist sets out key areas against which boards were asked to provide assurance on local systems and arrangements, including:

* Resilience Preparedness
* Urgent and Unscheduled Care
* Intermediate / Step Down Care
* Primary Care
* Primary Care Out of Hours
* Planned Care
* COVID-19, RSV, Seasonal Flu, Norovirus, Staff Protection & Outbreak Resourcing
* Workforce
* Digital and Technology

The checklist was completed in consultation with organisational leads, and submitted to Scottish Government on time on 7 November. It is attached as an appendix to this paper for information.

While not required to submit a Winter Plan to Scottish Government, a local NHS Golden Jubilee Winter Plan forms part of our board’s usual resilience arrangements over the winter period. The plan has been updated for 2022, including bringing the content and structure into line with the revised Assurance Checklist. Again, the Winter Plan was developed in consultation with the relevant organisational leads.

The Winter Plan serves to communicate winter planning arrangements over this period in line with Board continuity plans, enabling the Board to:

* continue to provide planned elective activity where possible
* continue to work with partners to ensure effective discharge
* continue to work with referring Boards to ensure the effectiveness of the patient pathway for the repatriation of medical and cardiology patients
* enhance the ability of staff to face the challenges of the winter period efficiently, effectively, safely and with confidence

## 2.3 Assessment

There were no areas of concern identified within the checklist. As outlined within the Winter Plan, there are areas of risk / issues to consider identified that have been factored in to the board’s winter and business continuity planning. Where sections of the checklist have been assessed as ‘not applicable’ they have been deemed to apply to territorial boards, Health and Social Care Partnerships or relate to unscheduled care not provided by NHS Golden Jubilee.

Pressures we anticipate for the forthcoming winter period, for which we have, or are currently developing, plans for include:

* To achieve our Annual Delivery Plan targets we will pre-plan and model elective activity to maximise capacity. In the event of severe weather or a pandemic event impacting significantly on elective activity, appropriate communication will be initiated with the Scottish Government Access Support team to discuss arrangements for rescheduling activity and managing demand.
* In the event of any further COVID-19 pandemic waves, it is assumed that NHS GJ will operate as a ‘Green’ or ‘COVID-light’ site
* It is recognised that volumes of emergency Cardiology day case patients (24-hour patients) presenting to NHS GJ may increase over the festive period. There are currently greater challenges repatriating these patients to in-patient beds across the region.
* Winter pressures, significant influenza outbreak or future waves of COVID-19 will also reduce the ability for Boards to repatriate their patients.
* NHS GJ has significant concerns about the lack of agreement (and required funding) to implement non-repatriation within Cardiology. This results in inevitable compromise to the delivery of planned care activity. Without this support NHS GJUNH cardiac services are impacted. It impacts our ability to provide flexible surge support to other boards and NHS Scotland generally.
* Flexible support provided to other Boards may impact activity in NHS GJ core specialties. Impact will depend on the nature of any request (service, duration, scale, finance and other enablers).
* We recognise that winter pressures, significant influenza outbreak or future waves of COVID-19 might impact on staff numbers. Availability of staff is included in each department’s Business Continuity Plan to ensure the ability to deliver safe services.
* Planned industrial action (within the NHS, impacting public transport and supply chain) which will impact workforce and supplies availability.
* Cost of living/energy crisis (potential energy ‘blackouts’) – while NHS sites are protected within the National Grid, staff and contractors working remotely may be affected by local power outages.

Business Continuity Plans and resilience planning will ensure sufficient staffing is in place to protect patient safety in line with minimum agreed safe staffing and service levels. This work includes managing where possible the impact of planned industrial action, in addition to routine winter planning for events such as seasonal viral outbreaks and adverse weather.

The Winter Plan will be shared widely within the organisation via the senior management network.

### 2.3.1 Quality/ Patient Care

Effective winter planning exists to maintain the quality and safety of patient care throughout the winter period. This includes mitigating and managing known and potential winter pressures and risks that may impact patient care.

### 2.3.2 Workforce

Winter preparedness planning forms part of broader package of workforce support during winter period. Business continuity arrangements during winter also consider workforce implications and contingency planning.

### 2.3.3 Financial

Whilst it is anticipated that the Finance Delivery Plan will be achieved in line with resources detailed both within the NHS GJ Revenue Resource and Capital Limits, there still remains a high level of risk relating to outstanding allocations as well as finalisation of SLAs and clarification around the 2022/23 pay award offer. However, this will be guided by the Boards requirement to adapt to support local, regional and national pressures associated with winter, COVID-19, seasonal flu or other unforeseen events which may result in additional demands on beds and wider workforce challenges.

### 2.3.4 Risk Assessment/Management

Winter preparedness planning, including risk assessment and management, takes place through corporate resilience and business continuity planning, the corporate risk management framework, and clinical and operational governance.

### 2.3.5 Equality and Diversity, including health inequalities

Effective winter preparedness planning supports the Public Sector Equality Duty, Fairer Scotland Duty, and the Board’s Equalities Outcomes.

An impact assessment has been completed and is available from the Quality, Performance, Planning and Programmes Team

### 2.3.6 Other impacts

NHS Golden Jubilee’s winter preparedness planning is undertaken in conjunction with other boards and wider NHS Scotland to ensure a consistent coordinated local / regional / national approach.

### Communication, involvement, engagement and consultation

### The Board has carried out its duties to involve and engage external stakeholders where appropriate:

* Various ongoing discussions with other NHS Boards. This engagement is part of routine operational planning
* Directors of Planning – various discussions with counterparts and Scottish Government covering winter preparedness, risks and mitigations
* Directors of Finance – various discussions with counterparts and Scottish Government considering financial implications of winter pressures

### Route to the Meeting

This has been previously considered by the following groups as part of its development:

* Executive Directors Group, 7 November 2022

## 2.4 Recommendation

* **Awareness** – The Board is asked to note the 2022 NHS Golden Jubilee Winter Plan

## List of appendices

The following appendices are included with this report:

* Appendix No 1, NHS Golden Jubilee Winter Plan
* Appendix No 2, NHS Golden Jubilee Winter Preparedness Checklist