



Meeting: NHS Highland Board

Meeting date: 28 November 2023

Title: Winter Ready Action Plan

Responsible Executive: Pamela Cremin, Chief Officer Highland Health and Social Care Partnership

Report Author: Lorraine Cowie, Head of Strategy & Transformation

1 Purpose

This is presented to the Board for:

- Assurance

This report relates to a:

- Government policy/directive

This report will align to the following NHSScotland quality ambition(s):

Safe, Effective and Person Centred

This report relates to the following Strategic Outcome(s)

Start Well		Thrive Well		Stay Well	X	Anchor Well	
Grow Well		Listen Well		Nurture Well		Plan Well	
Care Well	X	Live Well		Respond Well	X	Treat Well	X
Journey Well		Age Well		End Well		Value Well	
Perform well		Progress well					

2 Report summary

2.1 Situation

NHS Highland has implemented its approach to winter as agreed at the September 2023 Board meeting. This includes a comprehensive plan with named, accountable individuals, assurance processes, associated performance measures and reporting cycles in place.

Plans for winter are developed at a partnership level, therefore, this paper applies to Highland Health and Social Care Partnership only. Winter plans for Argyll and Bute, which have followed a similar process in terms of their development, will be formally adopted at the Integrated Joint Board on the 29th November 2023.

2.2 Background

The initial draft of the North Highland Winter Plan was presented to NHS Highland Board in September 2023.

The plan has been to all Governance Committees and the Area Clinical Forum. Any feedback has been incorporated into the plan as required.

2.3 Assessment

Our priorities have a number of qualitative and quantitative metrics. The actions we will undertake will form the Systems Pressure report, which is currently being updated and are aligned to the targets and measures issued by Scottish Government.

The key areas highlighted through Acute Clinical Governance systems previously by our senior clinical and care leaders are incorporated into the overview presented above as described previously.

Governance

The Short Life Working Group for Winter Planning has been established. The SLWG is a sub group of the Urgent and Unscheduled Care Programme Board, which, in turn, is accountable to the newly reinstated Integrated Senior Leadership Team. The Senior Leadership teams provides assurance to NHS Highland of progress in implementing the key actions for winter.

Funding

Finance to support the Urgent and Unscheduled Care Programme was confirmed only in the past month by Scottish Government and is non recurrent.

2.4 Proposed level of Assurance

This report proposes the following level of assurance:

Substantial	<input type="checkbox"/>	Moderate	<input type="checkbox"/>
Limited	<input checked="" type="checkbox"/>	None	<input type="checkbox"/>

Comment on the level of assurance

Whilst we can provide assurance for the governance processes the capacity for the delivery of the priorities for winter means that limited assurance is provided.

Increasing capacity is a key element of the plan, however, the Board will be aware of the continue challenges within care at home and care home availability meaning additional pressures in the form of delayed discharges continues within our system. This means we do not have the surge capacity required to sustain the predicted levels of increased demand we may have throughout the winter.

Our plan may not be sufficient to manage the additional pressures within the system however it is hoped that the actions will mitigate where possible.

3 Impact Analysis

3.1 Quality/ Patient Care

Impact on quality of care will be assessed over the winter period and the KPIs will be closely monitored. There will be close working with the Professional Leads and close monitoring through Clinical and Care Governance systems. Specific reports will be developed on this.

3.2 Workforce

This is a key part of the winter plan to support staff wellbeing.

3.3 Financial

There is a dedicated fund for Urgent & Unscheduled care in which there is a dedicated resource for winter planning, however, as outlined, this funding was only recently confirmed. Funding is allocated to areas to maximise benefit, including combining with other areas of funding where possible.

3.4 Risk Assessment/Management

A full strategic risk register is maintained by the Urgent & Unscheduled Care Board. This is also complemented by the operational risk registers within HHSCP and Acute. An integrated SLT risk register is actively being established prior to the winter period.

3.5 Data Protection

None.

3.6 Equality and Diversity, including health inequalities

This winter plan is aimed at ensuring sustainable access to service and fair access for all through the challenging winter period anticipated.

3.7 Other impacts

None.

3.8 Communication, involvement, engagement and consultation

- Acute and Community Senior Leadership Teams
- Urgent & Unscheduled Care Programme Board
- Executive Directors Group
- All Governance Committees of the Board
- Area Clinical Forum

3.9 Route to the Meeting

As described above.

4 Recommendation

For Awareness - This paper is to provide assurance to the Board that the Winter Plan is in now in place in line with the September 2023 Board paper.

4.1 List of appendices

The following appendices are included with this report:

- None