



REPORT TO: MORAY INTEGRATION JOINT BOARD AUDIT, PERFORMANCE AND RISK MEETING 6 DECEMBER 2021

SUBJECT: MORAY WINTER PREPAREDNESS PLAN 2021/22

BY: CHIEF OFFICER

1. REASON FOR REPORT

1.1. To inform the Committee of the Health and Social Care Moray Winter Preparedness Plan for 2021/22.

2. RECOMMENDATION

2.1. It is recommended that the Committee considers and notes:-

- i) that Health and Social Care Moray (HSCM), including GMED (the NHS out of hours service) have robust and deliverable plans in place to manage the pressures of surge at any time of the year including the festive period; and**
- ii) that the Moray Winter Winter Preparedness Action Plan 2021/22 incorporates actions that focus on the immediate pressures on flow within the Moray Portfolio**

3. BACKGROUND

- 3.1. Winter/surge planning is a critical part of operational business to ensure business continuity during a potentially pressured time of the year. There is already significant pressure on the health and care system in Moray and the wider Grampian system. It is anticipated that the winter period 2021/22 will see various respiratory infections that will increase the pressure already being felt from Covid-19 pandemic.
- 3.2. Services have been requested to review their business continuity plans and review prioritisation of critical functions in anticipation of the increased pressure and the recent impacts of Storm Arwen.
- 3.3. Daily and weekly cross system connect meetings are in place as part of NHS Grampian Operation Iris which is the critical incident management structure that has been instigated to oversee the pressures in the health system across Grampian.

4. KEY MATTERS RELEVANT TO RECOMMENDATION

- 4.1. System flow is one of the key challenges to be addressed through the Moray Transformation Board, which has oversight of the Dr Gray's Hospital redesign and the Home First programme in Moray, as HSCM continue to take forward learning from Covid-19 and opportunities for redesign. **Appendix 1** outlines the approach being taken across Grampian and sets out the key aspects for Moray.
- 4.2. The importance of sustaining the principles of the Daily Dynamic Discharge approach across all inpatient areas is key to effective discharge planning and management.
- 4.3. Planning to progress adoption of the 3 Conversation Model across the whole system has commenced and it is anticipated the first innovation site will be identified for commencing a thirteen week phase, by the end of December.
- 4.4. A debrief was held in early 2021 to identify lessons learned from previous year's winter/surge plan. The attached winter preparedness action plan (**APPENDIX 2**) has been informed from lessons learned, the remobilisation plan and key focus areas for reducing delays in the system.
- 4.5. GMED updated the Surge Plan for Out of Hours Urgent Care following learning from 2020/21 and continue to review / amend as necessary throughout the year to ensure robust, effective and agreed plans for the delivery of primary care out-of-hours services during surge.
- 4.6. A detailed operational plan will be created for staff providing key pieces of information, rotas, contacts and documentation based on the attached action plan for over the festive period the cover the Moray Portfolio.

5. SUMMARY OF IMPLICATIONS

(a) **Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP)) and Moray Integration Joint Board Strategic Plan "Moray Partners in Care 2019 – 2029"**
In line with the strategic themes set out in MIJB Strategic Plan.

(b) **Policy and Legal**
None arising directly from this report.

(c) **Financial implications**
Additional funding has been made available by Scottish Government to support the increased pressures in the system, including those presented by the winter period. The senior management team are assessing where the funds should be applied for greatest benefit and approvals will be sought as appropriate

(d) **Risk Implications and Mitigation**
Any risks relating to the surge plans will be considered and recorded on the operational risk register and escalated where necessary to the appropriate responsible officer.

(e) Staffing Implications

None arising directly from this report, however staffing is of significant relevance throughout this period as winter ailments will also affect staff. Staff levels will be under constant review and actions taken as appropriate to mitigate risk. Each year staff are offered the flu vaccination to help reduce the risk of catching the infection at work.

(f) Property

None directly arising from this report. However, HSCM is mindful of the impact of property issues over the winter period i.e. access due to weather. Contingency plans are in place to mitigate risk.

(g) Equalities/Socio Economic Impact

An Equalities Impact Assessment is not required as there are no changes to policy as a direct result of this report.

(h) Consultations

Consultation on this report has taken place with the following staff who are in agreement with the content in relation to their area of responsibility:

- Hospital Manager, Dr Grays
- Sean Coady, Head of Service, HSCM
- Chief Financial Officer, MIJB
- Tracey Sutherland, Committee Services Officer, Moray Council

6. CONCLUSION

6.1. HSCM have worked closely with all key stakeholders to establish local plans in line with national guidance and good practice that aim to provide additional capacity for the anticipated increase in demand for services over Winter 2021/22.

Author of Report: Jeanette Netherwood, Corporate Manager

Background Papers: with author

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