

Borders NHS Board



SCOTTISH BORDERS HEALTH AND SOCIAL CARE PARTNERSHIP WINTER PLAN 2018-19

Aim

To request approval for the NHS Borders Winter Plan for 2018/19

Background

The Scottish Borders Health and Social Care Partnership, like all Partnerships, is required on an annual basis to produce a Winter Plan which outlines potential risks and contingency planning relevant to the winter season. The 2018/19 Winter Plan has been developed as a joint Winter Plan between NHS Borders and Scottish Borders Council. An outline of the draft Winter Plan was presented to the Integrated Joint Board on 20th August 2018 and is presented for approval.

The Winter Plan is an overarching plan which signposts other relevant plans, which may be required over the winter period, for example severe weather plans, pandemic influenza plans and infection control policies and protocols. The overall aim of the planning process is to ensure that the partnership prepares effectively for winter pressures so as to continue to deliver high quality care, as well as national and local targets.

Scottish Borders Health and Social Care Partnership like many other partnerships experienced a very difficult winter period extending across 20 weeks during 2017/18. Unscheduled demand for medical beds and the large number of delayed discharges meant that priority for beds had to be removed for elective patients meaning a significant level of inpatient and day case cancellations and the requirement for a large number of surge beds across the Borders General Hospitals (BGH), community hospitals and the opening of Craw Wood as a discharge to assess facility. The BGH length of stay increased by 15% and the Scottish Borders saw an increase in the delayed discharge position. The summer months have continued to show an increase in demand in the Emergency Department, June and July showing increases of 6.1% and 4.3% respectively.

The evaluation of last year's winter plan was presented to the Board in June 2018. The learning provided a focus for the development of the 2018/19 Winter Plan.

Summary of Winter Plan for 2018/19

Clinical engagement and integrated working has been at the heart of this year's winter planning process. A Winter Debrief session was held for BGH clinical leads in May which provided the basis for a number of improvement activities aimed at increasing capacity across both Health and Social Care.

The 2018/19 Winter Plan aims to achieve the following objectives:

Weekend discharges will be increased to smooth flow across the seven days

Capacity will be increased across Health & Social Care to meet increased demand

Patient flow will be improved throughout the system

Fewer patients will be delayed

Services will be safer

Staff wellbeing will improve

Utilising the demand profiles of 2017/18 and further local intelligence throughout the summer, a bed model for winter 2018/19 was developed. The plan seeks to increase capacity through enhanced staffing levels across seven days in the BGH, reducing delays for patients, and providing more appropriate alternative care settings.

Based on the unscheduled demand from December 2017 – March 2018 and building in a 3% increase, the total numbers of beds required are **370 beds**. This assumes:

- A BGH elective programme balanced against expected periods of high demand that protects 10 elective beds during January and 17 throughout the rest of the winter period
- Assumes 3% increase in activity (typical for previous years, was 6% last year)
- The Acute Assessment and Surgical Assessment Units are protected from bedding
- Models assumes capacity to meet worst day for occupied bed days

The 2018/19 Winter Plan should create capacity equivalent to **375 beds**. The breakdown of this:

- | | |
|--------------------------------|--------------------|
| ○ Core beds | 300 beds |
| ○ Surge beds (BGH & CH) | 23 beds |
| ○ Surgical Assessment | 6 bed equivalents |
| ○ Hospital to Home | 20 bed equivalents |
| ○ Craw Wood (relaxed criteria) | 10 bed equivalents |
| ○ Reduction BGH LOS | 10 bed equivalents |
| ○ Reduction in CH LOS | 6 bed equivalents |
| ○ TOTAL | 375 beds |

The High Level Project Plan (Appendix 1) details those activities that will increase the capacity required to manage the winter demand. Appendix 2 summarises those key activities and associated Key Performance Indicators.

Financial Plan

Allocation from NHS Scotland is still to be determined.

Monitoring

The Winter Planning Board will oversee progress against plan and a refreshed weekly monitoring scorecard is being established, capturing the key indicators which will monitor performance against prediction. This will form the basis of reporting to the Board and IJB.

Progress against the overall programme will be monitored through the Winter Planning Board, chaired by the Chief Officer.

Recommendation

The Board is asked to **approve** the 2018/19 Winter Plan

Policy/Strategy Implications	Request from the Scottish Government that a whole system Winter Plan is developed and signed off by the Health Board.
Consultation	The Winter Plan has been consulted on widely with stakeholders within NHS Borders and the Scottish Borders Council. It has been presented to the Integrated Joint Board.
Consultation with Professional Committees	As above, and will be reviewed by Area Clinical Forum
Risk Assessment	Will be undertaken as part of development of the final Winter Plan
Compliance with Board Policy requirements on Equality and Diversity	Final Winter Plan will be assessed using Equality and Diversity Scoping template Plan.
Resource/Staffing Implications	Resource and staffing implications of the Winter Plan will be addressed through the development of the plan

Approved by

Name	Designation	Name	Designation
Gareth Clinkscale	General Manager		

Author(s)

Name	Designation	Name	Designation
Pauline Burns	Programme Manager		

Appendix 1 NHS Borders High Level Project Plan

Winter Plan 2017/18	September				October					November				December				January			
	w/c 3rd	w/c 10th	w/c 17th	w/c 24th	w/c 1st	w/c 8th	w/c 15th	w/c 22nd	w/c 29th	w/c 5th	w/c 12th	w/c 19th	w/c 26th	w/c 3rd	w/c 10th	w/c 17th	w/c 24th	w/c 1st	w/c 7th	w/c 14th	
Admission Avoidance																					
Match demand and capacity / review BECS rotas																					
Anticipatory Care Plan for all care home residents																					
ED																					
Increase medical and nurse staffing																					
Increase RAD to 7 day service																					
Expand Crawwood Criteria																					
Expand criteria to reduce delays																					
Implementing Hospital to Home - 20 beds																					
Full Implementation of Team																					
Reduced Length of Stay - BGH - 10- beds																					
Increased weekend medical cover																					
Increased Pharmacy cover																					
Increased social work access																					
Establish Hospital at Weekend																					
Enhance DDD with the inclusion of criteria led discharge																					
Increase utilisation of Discharge Lounge																					
Extend Ambulatory Care																					
Reduced length of Stay - Community - 6 beds																					
Enhance multi-disciplinary decision-making and coordination																					
Reduce Delays																					
Day of Care Audit Plus																					
Weekly Delayed Discharge Meeting																					
Patient Flow Management																					
Review Escalation Policy																					
Implement new Site and Capacity Team																					
Review Boarding Policy																					
Refocus Weekend Planning Meeting																					
Implement weekend huddles																					
Safer Services																					
Protect Acute Assessment Unit																					
Protect Surgical Assessment Unit																					
Infection Control Plan																					
Severe Weather Plan																					
Staff Wellbeing																					
New monthly BGH Staff Awards																					
Staff Wellbeing champion																					
Flu vaccination plan																					
Targeted wellbeing activities																					

Appendix 2 Summary of NHS Borders Winter Plan Objectives and KPIs

<u>Objectives</u>	<u>Activities</u>	<u>Key Performance Indicators</u>
<i>Increase Weekend Discharge</i>	7 Day RAD Service	<i>% Weekend Discharges</i>
	Increased Weekend Medical Cover	
	Enhanced Weekend Pharmacy Service	
	Increased Weekend Social Work Access	
	Establish Hospital @ Weekend	
	Increase discharge to Care Homes and POC	
<i>Increase Capacity To Meet Demand</i>	Winter Surge Ward	<i>Length of Stay ED First Assessment Breaches Cancelled Electives Ambulatory Care Numbers</i>
	Elective Cessation Plan	
	ED Twilight Shifts	
	Enhanced BECS during Public Holidays	
	Increase AHP capacity	
	Enhance Ambulatory Care	
<i>Improve Patient Flow</i>	New Site & Capacity Team	<i>4 Hour EAS Breaches Pre 12pm Discharges Delayed Discharges</i>
	Daily Dynamic Discharge Re-launch	
	Unscheduled Care Improvement Forum	
	Escalation Policy Review	
	Establish Rapid Assessment and Transfer	
<i>Reduce Delays</i>	Establish central Borders Hospital to Home	<i>Delayed Discharges Community Hospital DD Less than 28 Days Length of Stay</i>
	Community Hospital capacity	
	Weekly Delayed Discharge Meeting	
	Day of Care Audit Plus	
<i>Safer Services</i>	Review BGH Boarding Policy	<i>Boarders AAU Bedded/Functioning SAU Bedded/Functioning</i>
	Protect Acute Assessment Unit	
	Protect Surgical Assessment Unit	
	Infection control plan	
	Severe weather plan	
	Winter Communications strategy	
<i>Staff Wellbeing</i>	New monthly BGH Staff Awards	<i>Reduced Sickness Absence</i>
	Staff Wellbeing Champion	
	Flu vaccination plan	
	Targeted Wellbeing Activities	