APPENDIX 1

Theme 1 – Prevention and Anticipation of Demand		
Activity	Current Position	Additional Actions Required
1.1 Open additional community hospital beds Links to SG Priorities One, Four, Eight	Surge bed capacity has been identified in: Banff – 2 beds (dependent on staffing) Morven – 2 beds (staffing for Morven Ward have been deployed from another service) Peterhead – 3 beds can be opened when the ward moves back from Fraserburgh	
1.2 24/7 Enhanced Virtual Community Ward (VCW) Links to SG Priorities One, Four, Six, Eight	The VCW model currently operates 'in hours'. Local health and social care teams identify people at risk of hospital admission or at risk of readmission upon discharge. Practitioners meet daily and work together to prevent crises and acute interventions. Funding has been made available by Scottish Government to support an enhanced model of VCW for 4 months December – March during winter 2023/24, dependent on successful recruitment. A 24/7 service will allow people with more complex needs to be supported at home and avoid hospital admission.	Develop a 24/7 model of the VCW in the Garioch area, with a rapid intervention element to provide care and support to people in their own homes.
1.3 Increase care home places &/or interim beds Links to SG Priorities One, Three, Four, Six, Eight	Places are commissioned from private providers on a spot purchased basis. There is limited capacity and/or appetite for care homes to participate in interim bed activity. No funding has been provided towards interim beds in 2023/24. Current provision: • 1600 care home places across 40 care homes in Aberdeenshire	Bennachie View Care Home, Inverurie is developing a proposal to re-open 6 rooms, up to a maximum of 12. Work is being undertaken to identify agency staffing costs and availability as agency care workers would be required to support the additional residents. Support has been secured from NES and Scottish Government to explore international recruitment for Adult Social Care.

	• 9 homes are local authority owned/leased (including Huntly Care Home) and 31 are private care homes • 39 places are currently unavailable in local authority owned/leased care homes due to an inability to staff them • 3 private care homes are in contractual non-compliance and therefore closed to admissions • 1 private care home is operating a voluntary suspension on admissions • 12 places are vacant but unavailable between the 4 care homes closed to admissions • As at 10 November 2023, 10 vacancies are noted. The likelihood is that these vacancies are earmarked already for people as the care homes operate their own waiting lists. • One care home closed in 2023 with the loss of 43 places.	Recruitment roadshows take place on a rolling basis where HSCP staff attend local events.

1.4 Plan early and clear public health messaging with partners. Repetition of know "Know Who to Turn to" messaging to divert demand from hospital and prevent system becoming overwhelmed. Links to SG Priorities One, Two, Four, Five, Six, Eight	NHS Grampian & Aberdeenshire HSCP deliver a winter communications campaign. NHS Grampian work with primary care providers to share information about their operational status, highlighting where it is compromised and providing advice to patients. General Practices support people to plan for their future care by creating Anticipatory Care Plans which are shared with out of hours services in the event of an emergency response.	HSCP Communications team to link with NHS Grampian Public Health Directorate colleagues, NHS Grampian and local authorities to ensure messaging is consistent and joined up. Messaging to be proactive, planned and consistent throughout the winter period, including key messages on the importance of hand washing and the prevention of respiratory viral infections, maximising vaccine uptake and information relating to winter illnesses, including community supports available. Mental health messaging to be included and promotion of support available i.e. the "Together All" service.

1.5 Continued delivery of targeted "Stay Well Connected" and Public Health initiatives Links to SG Priorities Two, Four, Five, Six, Eight	Aberdeen City, Aberdeenshire and Moray Councils along with the NHS Grampian Public Health Directorate have adopted the Winter Wellness framework developed by PH Wales colleagues – link https://phw.nhs.wales/news/winter-health-how-we-can-all-make-a-difference/report/. The framework highlights evidence on a range of protentional interventions and specific initiatives that may contribute to winter preparedness. Five key priorities have been identified as areas likely to be effective in contributing to improving population health during winter and easing pressure on health and social care services. These are using an intelligence led approach to support the uptake of vaccination; increasing the uptake of vitamin D and the promotion of falls prevention work; keeping people with Long Term Conditions well through self-care/self-management; the promotion of hand hygiene and 'COVID sense' advice and supporting people experiencing food and fuel poverty. A Winter Wellness booklet, supporting webpages and a Winter Wellness pack and a range of supporting Communications activity was launched in December 2022. The Winter Wellness booklet and packs were distributed to key community settings and partners, with an emphasis on reaching the most vulnerable/at risk individuals/households in the first instance.	
		Public Health teams across Grampian have scoped a range of interventions currently in place and under development relating to each of the 5 themes. This work will continue to be progressed with a range of partners. A similar approach is being considered by Public Health for winter 2023/2024.

	Live Life Aberdeenshire provides a varied Health and Wellbeing programme. Initiatives include: • Winter Health Watch – An opportunity for people to have their blood pressure &/or BMI checked at LLA venues. • Information sharing through the Live Life Essentials Webpage about activity programmes, including information about where people can access facilities and services free of charge. • The Live Life Aberdeenshire Website includes the Winter with Us webpage, containing advice and information on physical activity, eating well and nutrition and mental health.	

Aberdeenshire Voluntary Action (AVA) The Community Mental Health and Wellbeing Fund closes in early November and consists of £629,000 for community groups to bid for. The aim is to enable groups to support people who are socioeconomically disadvantaged and target the mental health impact of the cost-of-living crisis. AVA are aiming to have much of the fund allocated and given to groups by the end of the financial year. Decision making will be before Christmas, partly decided through online participatory budgeting. Applications will likely reopen in January for small applications to enable more smaller groups to benefit. The Just Transition Participatory Budgeting Fund receives applications from health and social care organisations to deliver wellbeing activities.	Allocate funding to applicants.
Funding for the Supported Discharge Project ceased in August 2023 but AVA are in the process of restarting the project, which supports people being discharged from hospital with practical tasks such as shopping, walking pets or paying bills. The project enables people to be discharged home more quickly, with support in place where required. The project also supports the 'waiting well', enabling them to remain at home for longer and reduce the risk of earlier intervention being needed.	Awareness raising sessions and promotion of the scheme is taking place with colleagues from services across the HSCP.

1.6 Deliver Covid & Flu Vaccinations Links to SG Priority Five	The vaccine programme is ongoing and delivered across sites in Aberdeenshire. As of 4 September 2023 over 49,000 Covid-19 vaccines and over 76,000 flu vaccines have been administered. Activity is supported by additional staff during the winter vaccination campaign via general recruitment, 3rd and 4th year nursing students, Scottish Ambulance Service, and Health Care Support Workers undertaking vaccinations under protocol. Foundation Apprenticeship Students undertake a placement with the vaccination clinic and support non-clinical tasks. There is a specific campaign targeting pregnant women to encourage vaccine uptake.	Vaccinator training is being reviewed with a desire to reduce the period from 8 days. Continue to work within the stipulated timescales. Continue to monitor vaccination levels throughout the winter period.
1.7 Availability of respite & day centre services / Activity Hubs Links to SG Priority Four	Respite The Short Breaks Bureau provides support to identify alternatives to traditional respite. There is a limited supply of respite, available on a spot purchased basis. Day services Day Services for Older People in Central Aberdeenshire were paused during the pandemic and staff were deployed into other services. The building-based services were not in high demand prior to the pandemic resulting in an increase in cost to users. Learning Disability Day Services are more in demand and have seen an increase in people with complex needs attending, requiring support to prevent breakdown in relationships/crisis at home.	Review of respite to take place in respect of older adults. Work is ongoing looking at a blended approach to respite for people with a learning disability. Work is ongoing by Care Management to connect people with their communities and existing groups/supports as an alternative to Day Services.

	Day Services are utilised as part of a care package to maintain independent living.

The Primary Care Mental Health and Wellbeing Hub links people into services that offer support where a need is identified. | |
| **1.8**
Rehabilitation pathways to hasten discharge and prevent admission to hospital

Links to SG Priorities One, Four, Six, Eight | Multi-disciplinary teams work together to support rehabilitation. This works well where there are services but there are challenges in areas where there is a lack of social care.

Multi-disciplinary teams (including Mental Health) run VCWs to identify people at risk of admission or re-admission to hospital and provide integrated care to prevent crises and acute interventions.

Learning Disability VCW's have links to psychology.

An in-reach AHP service supports people to be discharged from ARI directly home as they can access AHP services promptly, helping to avoid the step to a community hospital. Currently it is an OT service but a test of change involving physiotherapy is about to begin in Central Aberdeenshire. | Continue with the delivery of the rehabilitation and enablement programme.

Begin test of change in Central Aberdeenshire for physiotherapy participating in in reach activity. |
| **1.9**
Maintain flow through hospitals and reduce delayed discharges

Links to SG Priorities One, Four, Six, Eight | Mental Health /Learning Disability services have established a group working with Royal Cornhill Hospital. Staff attend daily MDT meetings to monitor admissions and progress discharges.

The HSCP has a number of focussed actions to improve flow through hospitals and reduce delayed discharges.
Examples include:
Rehabilitation and enablement
VCWs to prevent admission and support people upon discharge
Use of Planned Dates of Discharge
Criteria Led Discharge
Supporting and including patients and unpaid carers in discharge discussions at the earliest opportunity | |

Theme 2 – Staff Health and Wellbeing		
Activity	**Current Position**	**Additional Actions Required**
2.1 Promotion of health and wellbeing initiatives to HSCP staff. Links to SG Priorities Two, Three and Five	NHS Grampian "We Care" & Aberdeenshire Council Wellbeing programmes are promoted and available to HSCP staff. The HSCP Staff Health and Wellbeing Group reformed in June 2023 & is implementing an action plan.	Continuation of messaging from senior management that staff health and wellbeing is core to the Partnership, including time for rest breaks and annual leave. Continue to implement and monitor the actions in the Staff Health and Wellbeing action plan. Actions include: • Raising awareness of staff health and wellbeing through line manager training including mainstreaming wellbeing into 1:1s, performance discussions and team meetings • Introduction of a Mentor/Buddy system for new staff • Develop a network of Wellbeing Champions across service areas.
	The HSCP deliver the flu and covid 19 vaccination programme for frontline health and social care staff.	More clinics have been planned to increase uptake from staff. Raise awareness of clinics amongst social care staff.
	The HSCP issues a Health and Safety newsletter to communicate important messages to staff in relation to their own Health and Safety.	The next newsletter will be issued in January 2024.

	Live Life Aberdeenshire is working with staff from Penumbra and SAMH to develop a plan to encourage staff to participate in physical activity.	
	The HSCP Newsletter was relaunched in autumn 2023 & will include items on staff health and wellbeing in each issue focusing on how people can benefit from resources and participate in workforce related activity.	HSCP Communications Team are working with the Staff Health and Wellbeing Group to develop and deliver a health and wellbeing campaign to staff including on social media.
2.2 Staff feel empowered and included in decision making. Links to SG Priorities Three and Six	Staff from across the Partnership were engaged in the development of the Resilience and Surge Plan by participating in surveys, a debrief and workshop to identify key areas of focus and develop the actions. Feedback from engagement were used as the basis for the development of the 2023/24 plan. Teams have developed Business Continuity Plans for their part of the service as well as using the G-OPES system for reporting their status daily.	Awareness raising of the Resilience and Surge Plan amongst staff, particularly front-line employees. Reviewing and maintaining BCPs and the Resilience and Surge Plan on a regular basis to ensure actions remain valid and effective.

Theme 3 – Collaborative Working		
Activity	Current Position	Additional Actions Required
3.1 Support Primary Care Business Continuity Plans Links to SG Priorities Four and Six	BCPs are developed and shared with the HSCP	
3.2 Support Commissioned Providers with Business Continuity Plans Links to SG Priorities Four and Six	BCPs are reviewed and shared with the HSCP as part of the annual contract review process	
3.3 Participate in cross system activity with local partners Links to SG Priorities Four and Six	Work with partners including local authorities and NHS Grampian to Identify areas where the system can work together to maximise resources, manage surges in demand and/or manage incidents including adverse weather events. Examples include: Membership of the Optimising Patient Flow Group Membership of the Daily System Connect and Whole System Flow Groups Participation in the development of the Aberdeenshire Council Emergency Planning and Resilience Framework and the Business Continuity Framework which support the building of plans to maintain business as usual service, despite any unexpected disruption.	Work with local authorities and NHS Grampian to identify opportunities for Resilience and Surge Plan activity to improve patient flow through the system. A cross system workshop is planned for 23 November where the focus will be upon operational actions to enable better flow over the winter and consider what can be done when demand is high but not as a result of a major incident. It will explore where support from others can be offered/provided, with a view to identifying clearly defined actions which will improve flow for future winters.

3.4 Public Health data Links to SG Priorities Four and Six	Utilise Public Health data to anticipate and understand surges in demand.	
3.5 Performance data Links to SG Priorities Four and Six	Participation in the gathering of performance data used to populate national dashboards for benchmarking and facilitating the identification and sharing of best practice between areas in Scotland. Examples include: Social Care Response and Delayed Discharge dashboard Health and Social Care Whole System dashboard	Ongoing supply of performance data

Theme 4 – Operational Resilience		
Activity	Current Position	Additional Actions Required
4.1 Pathways for accessing equipment promptly: to prevent an admission or facilitate discharge from hospital Links to SG Priorities One, Four, Six	Secure, local emergency stores have been created (accessible at weekends and out of hours). Emergency provision of equipment is expedited through direct contact with JES who will prioritise.	Raise awareness of where the emergency stores are located along with how to access them, contact details, criteria etc.
	Some issues are experienced where patients are discharged from hospitals without equipment. This can result in a failed discharge or avoidable urgent referral to community AHPs.	Provide feedback where issues occur including to lead professionals and/or SMoC to raise e.g at the Daily System Connect meetings.
4.2 Provision of generators in care homes (in the event of power failure) Links to SG Priorities Six and Eight	List of care homes with access to generators is available. Some generators are available via SSEN or Area Teams in event of an outage but supplies are insufficient to provide for all care homes &/or very sheltered housing.	Maintain list of generators. Where a care home has no generator, their Business Continuity Plan should include planning for 2/3 days without power to reinforce the importance of generator arrangements.
4.3 Winter safety packs to be available for staff working in the community eg torches, foil blankets and personal alarms. Links to SG Priority Three	Not currently provided by Aberdeenshire Council or NHS Grampian to staff. Referred to the HSCP Health & Safety Group.	HSCP Health and Safety Group to review and report on situation.
4.4 Winter/all weather tyres for community based front line staff.	Not currently provided by Aberdeenshire Council or NHS Grampian to staff. Referred to the HSCP Health & Safety Group.	HSCP Health and Safety Group to review and report on situation.

Links to SG Priority Three		
4.5 Review arrangements and equipment for staff working from home if required Links to SG Priority Three	Line managers discuss with team members during 1:1s.	
4.6 Remind all staff of Adverse Weather Policy Links to SG Priority Three	Cascade via team meetings and discuss with team members during 1:1s as necessary.	
4.7 Identify and risk assess persons at risk (PARD) Links to SG Priorities Six and Eight	PARD is an information sharing tool, used to identify people who may be at an increased level of risk during a significant incident. A phased introduction is underway using information from the Carefirst system and in time this will include information from the NHS and other partner organisations. A map on Power BI is used to locate where persons at risk are located within a specific area.	Maintain records to ensure PARD remains up to date in the event of an incident. Development of the PARD database to relate to unique property identifiers and link with data from NHS and other partner organisations.
4.8 Approving high-cost care packages Links to SG Priorities Four and Six	Care Management teams have a devolved budget and require approval for packages above a threshold. The threshold has not increased with inflation so as care costs have gone up the devolved budget purchases less care, resulting in more packages requiring approval by Location Managers or Partnership Managers.	Refer to the Charging Policy Steering Group to review the devolved budget threshold.
4.9 Times of service availability can cause delays	Domestic services have fixed service times in community hospitals meaning a bed space can't be cleaned outside of these hours, impacting admissions or transfers and reducing efficiency.	Refer to the group reviewing domestic services in Aberdeenshire.

Links to SG Priorities Four, Six and Eight		
4.10 Digital transformation Links to SG Priorities Four and Six	Wards are now recording electronically improving communication between inpatient areas and efficiency.	A business case is being developed for the MORSE case management system for community health services.
4.11 Resilient and comprehensive Senior Manager on Call cover over public holiday and festive period Links to SG Priorities Four and Six	On call arrangements are in place 24/7 for 365 days & on Rotawatch. Additional support would be provided as necessary from other officers within AHSCP.	
	Survey of other managers supporting SMoC on call arrangement has taken place	Recommendations to be made to SMT for consideration.
4.12 Ensure regular arrangements for situational awareness (daily situation meetings) Links to SG Priorities Four and Six	Daily nursing huddles and situation update meetings are in place for Aberdeenshire (to share information and agree the G-OPES level for the HSCP). Teams complete a DSR each week to submit information on staffing, capacity and issues affecting service delivery.	
4.13 Ensure regular arrangements for access to system wide awareness and support Links to SG Priorities Four and Six	Daily system connect meetings with partners across the NHS Grampian system are in place 7 days per week. Operational issues can be shared, discussed and support offered and provided. Reports are shared to summarise the current position across the system.	

4.14 Updates to HSCP staff with advice and information Links to SG Priorities Three and Six	The daily brief is sent out by NHS Grampian by email. Information and news is published on Aberdeenshire Council's intranet home page. The HSCP newsletter has been re-established in autumn 2023. Urgent HSCP information i.e regarding an incident or surge activity impacting on operations is cascaded by line managers through services.	Partnership newsletter to be published more regularly.
4.15 Ensure communication channels are open with commissioned providers Links to SG Priorities Four and Six	Procurement act as an interface between oversight groups and commissioned third sector organisations, providing a 2-way flow of information and assisting with tasks such as feeding into daily situation reports or obtaining data to be supplied to Scottish Government. Information is gathered on unmet need, and staffing issues or areas of risk of performance are flagged. The Collaborative Care Home Support Team keeps communication open with providers with many regularly attending the monthly oversight group meetings. There is a lack of engagement from providers with Daily System Reporting, but it is not mandatory, and providers have multiple reporting responsibilities.	
4.16 Develop and maintain business continuity plans detailing how services respond during times of pressure. Clear understanding and communication of what can be stepped down if resources need to be diverted Links to SG Priorities Four and Six	Teams have developed and maintain Business Continuity Plans which detail the critical activities which must continue in the event of an incident/disruption to service delivery.	Continue to roll out the new BCP template with teams/services and assist them with testing/exercising their BCPs. List of management contacts to be updated to include home location for local area support in event of an incident. Geographical map of staff resource.

4.17 G-OPES reporting Links to SG Priorities Four and Six	HSCP teams report their G-OPES level to the daily situation meeting and an Aberdeenshire level is agreed. Teams have linked their Business Continuity Plans to G-OPES level, so a Team reporting G-OPES level 4 would activate their BCP.	The Resilience Team continue to roll out the new BCP template with teams/services, and assist teams with testing/exercising their BCPs. Update the list of management contacts to include home location for local area support in event of an incident. Produce a geographical map of staff resource.
4.18 Preparation for a major incident or adverse weather event Links to SG Priorities Four and Six	Operational Managers / Key Officers receive weather warnings from the Met Office etc. Aberdeenshire Control Room email account is used to circulate warnings and be a single point of contact for information and communication with partners. A Team Space accessible to Senior Managers on Call (SMoC) holds plans and templates for responding to a major incident. The Persons at Risk Database (PARD) is accessible to SMoCs and the data is maintained through the CareFirst system by practitioners. The HSCP has a Severe Weather Plan for activation during a severe weather event which required strategic leadership. The Support Centre Framework was approved in April 2023. The framework covers the centres (rest/welfare etc) that would be established during an emergency such as a flooding event or prolonged power outage. The HSCP continues to support our partner agencies and work together and provide a collective response to severe weather.	Development of the PARD database to relate to unique property identifiers and link with data from NHS and other partner organisations. Utilise Resilience Direct as the system for incident management as it is accessible by all Local Resilience Partner agencies. Training to be arranged.
4.19 Support for people with powered medical / care	SSEN provided funding to Councils for community resilience. A bid has been agreed for Aberdeenshire to receive 100 portable battery packs. Most will be distributed to service users requiring powered	Purchase, allocation and management of packs once funding received.

equipment in case of outages Links to SG Priorities One, Four, Six and Eight	health equipment with a proportion reserved for distribution during an incident.	
4.20 Working with communities and community planning partners to support resilience Links to SG Priorities Four and Six	The HSCP is a community planning partner and supports work to improve resilience through Community Planning Partnerships. Activity includes: The Community Resilience Strategy which was finalised in early summer. The Community Resilience Conference brought together community groups to share best practise for local resilience. Roads and flooding team were in attendance and promoted the snow warden scheme, flooding defences and my Aberdeenshire app (for use of grit bin requests etc). Age Scotland have been commissioned to deliver workshops to build individual resilience for emergencies, being held in sheltered housing and other community settings between October and February. A Project Officer is meeting community groups to discuss local arrangements, offering support and conducting a community resilience audit on local preparedness and resources.	Continued participation in community planning partnerships and joint working with communities to support resilience.

Health and Social Care Winter Preparedness Priorities 2023/24 - Scottish Government and COSLA

1. Ensure people receive care at home, or as close to home as possible, where clinically appropriate.
2. Consistent messaging to the public and our staff that supports access to the right care, in the right place, at the right time.
3. Focus on recruitment, retention and wellbeing of our health and social care workforce.
4. Maximise capacity to meet demand and maintain integrated health and social care services throughout autumn and winter.
5. Support the delivery of health and social care services that are as safe as possible throughout the autumn and winter period, including delivery of winter vaccination programme for Covid-19 and flu.
6. Work in partnership across health and social care, and with other partners, to deliver this plan.
7. Protect planned care with a focus on continuing to reduce long waits.
8. Prioritise care for the people in our communities who need it most.