

# WEST DUNBARTONSHIRE HEALTH AND SOCIAL CARE PARTNERSHIP (HSCP) WINTER PLAN 2024/2025

## Executive Summary

### *Introduction*

This plan sets out the core and additional activity to be undertaken by the HSCP in preparation for Winter 2024/25. NHS Greater Glasgow and Clyde have an overarching Winter Plan for 2024/25, which includes all six HSCPs across the Greater Glasgow and Clyde area, this has been reflected in the local West Dunbartonshire HSCP Winter Plan. This plan supplements the Greater Glasgow and Clyde plan with specific, localised planning arrangements to ensure the partnership is prepared for winter pressures. Winter planning focuses on the period from December through to March with specific arrangements made around the festive public holidays.

In line with the HSCP Strategic Plan Improving Lives Together, this plan seeks to underpin the four strategic outcomes:

- *Caring Communities*

Outcome: Enhanced satisfaction among people who use our services, an increase in perceived quality of care and equitable access to services ensured.

- *Safe And Thriving Communities*

Outcome: People are able to look after and improve their own health and wellbeing, and live in good health for longer, while ensuring that our citizens are safe from harm.

- *Equal Communities*

Outcome: A reduction in the impact of the wider determinants of health.

- *Healthy Communities*

Outcomes: Improved health, an increase in independence and resilience, lower rates of hospital admissions, lower rates of re-admission and a reduction in reliance on health and social care services.

### *Key Risks*

The winter plan has been developed in the context of the following key risks:

<b>Risk</b>	<b>Impact Description</b>
Recruitment	Inability to recruit or recruit in a timely manner will impact on the ability to deliver core services.
Reduced Resilience of Workforce	Due to the financial pressures within the HSCP the use of overtime and agency staff to fill vacant hours is greatly constrained. This may have an impact on core services, for example staff burnout and unwillingness to undertake additional hours.
Adverse Weather	Adverse weather events may disrupt the ability of staff to attend work or deliver services.
Staff Absence	The HSCP is experiencing high levels of staff absence. Should this continue or worsen over the winter period this may impact on the ability to deliver core services.
Ability Of Unpaid Carers To Continue In Their Caring Role	<p>Since 2017 the percentage of carers within West Dunbartonshire who felt they were supported to continue in their caring role has been in steady decline.</p> <p>Carers across West Dunbartonshire are struggling with poverty, anxiety, depression, physical health ailments, social isolation, and workplace difficulties.</p> <p>This may lead to an increase in demand for formal care leading to an increase in pressure the HSCP need to step in to provide care that was previously managed by unpaid carers.</p>
Financial Pressures	The HSCP is experiencing significant financial pressure. This will impact on the partnerships ability to pay for overtime, recruit agency staff and purchase additional care home beds.

Risks will be monitored through the weekly Senior Management Team Core meeting with appropriate escalation into West Dunbartonshire Council and Greater Glasgow and Clyde Health Board as required.

#### *Summary of Actions*

Our preparations for winter are built around:

Resilience	Ensure services are prepared for any emerging risks.
Capacity Building	Create capacity in the system from effective use of existing resources, including staffing (including the option to be more flexible in the deployment of resources).

Whole System Flow	Prevent avoidable hospital admission, reduce length of stay, and avoid delays to discharge to support whole system flow.
Infection Control	Ensure services are delivered safely, with precautions taken and communications issued, to reduce the spread of winter pathogens.
Communication and Information	Ensure effective and informative communication is in place for the workforce, partners and service users/the public. Maximise the use of intelligence to assist us in addressing winter pressures.
Staff Support and Wellbeing	Support the mental health and wellbeing of our staff through practical support and resources, and by ensuring appropriate support is in place to underpin staff ability to deliver their core roles (eg use of digital solutions).
Unpaid Carers	Support unpaid carers with information, advice and practical support if necessary to support them to sustain their caring role.
Monitoring and Escalation	Ensure appropriate monitoring and escalation routes are in place and understood by all relevant stakeholders.

<b>Resilience</b>	<b>Ensure services are prepared for any emerging risks</b>
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Grouping	Action	Timescale	Impact	Measure	Cost	Responsible Officer
Business as Usual	Review business continuity plans for all services	Nov 24	Plans in place to manage continuity of service	N/A	N/A	All Heads of Service
Business as Usual	Liaise with GP practices to ensure resilience planning is in place	Nov 24	Resilience measures in place for GPs	N/A	N/A	Clinical Directors
Business as Usual	Liaise with commissioned services to ensure resilience planning is in place	Nov 24	Resilience measures in place for commissioned services	N/A	N/A	Contracts, Commissioning and Quality Assurance Manager
Business as Usual	Ensure all services have sufficient capacity in place over the festive period, with management cover arrangements in place	Nov 24	Services have sufficient capacity over the festive period	N/A	N/A	All Service Managers and Integrated Operations Managers
Business as Usual	Review and regularly update customer RAG ratings and the Critical Persons List across all relevant services	Nov 24	Up to date service user RAG ratings in place	N/A	N/A	All Service Managers and Integrated Operations Managers
Business as Usual	Identify staff able to work across services and ensure appropriate training	Nov 24	Service agility, supporting the HSCP to dynamically respond to workforce shortages	N/A	N/A	All Service Managers and Integrated Operations Managers

<b>Capacity Building</b>	<b>Create capacity in the system from effective use of existing resources, including staffing (including the option to be more flexible in the deployment of resources)</b>
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<b>Grouping</b>	<b>Action</b>	<b>Timescale</b>	<b>Impact</b>	<b>Measure</b>	<b>Cost</b>	<b>Responsible Officer</b>
Business as usual	Ensure District Nursing and Care at Home service users have a RAG rating	Nov 2024	Fast identification of those with greatest need for effective use of resources	Care at Home RAG reported on weekly management reports	NA	Head of Health and Community Care
Business as usual	Business Continuity Plans include daily huddles with Head of Service / IOM's / Service managers to co-ordinate effective deployment of resources across Health and Community Care	Nov 24	Fast identification of those with greatest need for effective use of resources based on knowledge and skills	NA	NA	All Service Managers and Integrated Operations Managers

<b>Whole System Flow</b>	<b>Prevent avoidable hospital admission, reduce length of stay, and avoid delays to discharge to support whole system flow.</b>
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<b>Grouping</b>	<b>Action</b>	<b>Timescale</b>	<b>Impact</b>	<b>Measure</b>	<b>Cost</b>	<b>Responsible Officer</b>
Business as Usual	Continue and expand the embedding of Future Care Plans (FCP) within core services inclusive of	March 2025	Reduced unplanned admissions	Comparison of unplanned admissions Winter 23/24 and Winter 24/25	NA	Head of Health and Community Care, Head of Mental Health, Learning Disability, Addictions

	external care home providers					
Business as usual	Continue the Discharge to Assess model of care	Ongoing	Reduced length of stay	Length of stay data	NA	Head of Health and Community Care
Business as usual	Maximise activities undertaken by Focussed Intervention Team and Frailty Practitioner: early rehabilitation, prompt falls response, Home First Service	Ongoing	Reduced avoidable hospital admissions	Comparison of unplanned admissions Winter 23/24 and Winter 24/25	NA	Head of Health and Community Care
Test of change	Develop and test a tool for ward staff to target appropriate early referrals to social work and therefore reduce bed days lost	Dec 24	Effective use of HSCP SW resources. Reduced length of stay	Qualitative data defining referral appropriateness from CHDT SW leads  Length of stay in ward piloting the tool	NA	Head of Health and Community Care

<b>Infection Control</b>	<b>Ensure services are delivered safely, with precautions taken and communications issued, to reduce the spread of winter pathogens.</b>
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<b>Grouping</b>	<b>Action</b>	<b>Timescale</b>	<b>Impact</b>	<b>Measure</b>	<b>Cost</b>	<b>Responsible Officer</b>
Business as Usual	Vaccination programme for staff and care home residents. All staff groups in scope for the winter	Sept 24 (Ongoing)	Increased uptake of seasonal vaccination	Vaccination Uptake Rates	£0	Nurse Team Lead

	programme have been encouraged to book vaccinations. The Adult Community Nursing Service ensured that all care home residents were vaccinated by end of September, meanwhile the District Nursing service is currently progressing the domiciliary vaccination programme					
Business as Usual	Implement standard infection control measures to address the requirements of the most common infections, such as norovirus; Clostridium difficile; influenza; and MRSA	Ongoing	Reduced spread of infectious diseases	Infection Rates	£0	Chief Nurse
Business as Usual	Implement contingency plans to minimise the impact of outbreaks of infection by complying with infection control audits and completing associated infection control action plans	Ongoing	Reduced spread of infectious diseases	Infection Rates	£0	Chief Nurse

Business as Usual	Follow Public Health Scotland (PHS) guidance on any other winter pathogens or outbreaks when available	Ongoing	Reduced spread of infectious diseases	Infection Rates	£0	Chief Nurse
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<b>Communication and Information</b>	<b>Ensure effective and informative communication is in place for the workforce, partners and service users/the public. Maximise the use of intelligence to assist us in addressing winter pressures.</b>					
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Grouping	Action	Timescale	Impact	Measure	Cost	Responsible Officer
Business as Usual	Reinforce public messaging through all available West Dunbartonshire HSCP channels	Ongoing	Public Are Well Informed and Understand Messages	X (formerly Twitter) and Web Site Metrics	£0	Head of Strategy and Transformation
Business as Usual	All staff communication mechanisms for the HSCP are in place. Process for any emergency/urgent communications in place and scheduled communications re public holiday closures in place	Ongoing	Staff Are Well Informed and Understand Messages		£0	Head of Strategy and Transformation

<b>Staff Support and Wellbeing</b>	<b>Support the mental health and wellbeing of our staff through practical support and resources, and by ensuring appropriate support is in place to underpin staff ability to deliver their core roles (eg use of digital solutions).</b>					
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<b>Grouping</b>	<b>Action</b>	<b>Timescale</b>	<b>Impact</b>	<b>Measure</b>	<b>Cost</b>	<b>Responsible Officer</b>
Business as Usual	Ensure clear provision and routes of access for confidential support and access to counselling services, etc	Ongoing	Adequate workforce availability	Signpost all health and wellbeing support available to staff including online supports, employee assistance programmes, links to advice, support and tools provided by NHSGGC, West Dunbartonshire Council and nationally	N/A	Head of HR
Business as Usual	To ensure Flexible Working Policies are widely promoted and accessible across our workforce	Ongoing	Allows our workforce to undertake roles through challenging periods	Workforce flexibility across services to delivery operating model	N/A	Head of HR
Business as Usual	Flu Vaccination Programme	September 2024 (ongoing)	Encouraging our workforce to have vaccinations	Reduced absence level and positive update of vaccinations	N/A	All Service Managers
Business as Usual	Remote Working – Ensure that appropriate arrangements are in place for remote working	Ongoing	Maintain safe staffing in the event of adverse weather	Greater flexibility of access to networks and workplace locations	N/A	All Service Managers
Business as Usual	Ensure clear provision and routes of access for confidential support				N/A	All Service Managers

	and access to counselling services, etc					
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<b>Unpaid Carers</b>	<b>Support unpaid carers with information, advice and practical support if necessary to support them to sustain their caring role.</b>					
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Grouping	Action	Timescale	Impact	Measure	Cost	Responsible Officer
Business as Usual	Expedite the processing of Adult Carers Support Plans to ensure intervention is timely in order to sustain the role of the unpaid carer	Ongoing	Increase in the number of carers who feel supported to sustain their role	Quarterly report using ACSP Data Set	£0	All Service Managers and Integrated Operations Managers

<b>Monitoring and Escalation</b>	<b>Ensure appropriate monitoring and escalation routes are in place and understood by all relevant stakeholders.</b>					
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Grouping	Action	Timescale	Impact	Measure	Cost	Responsible Officer
Additionality	Clarify and publicise for staff/managers agreed escalation routes through operational teams to Senior Management team	Nov 24	Clear Escalation Routes for Managers	Corporate Risk Register	£0	All Heads of Service
Additionality	Winter planning performance dashboard to be provided to senior management team on a weekly basis	Dec 24	Clear Escalation Route  Effective Monitoring	Winter Planning Performance Dashboard	£0	Head of Strategy and Transformation

### *Financial Impact*

There is no additional funding available in the financial year 2024/25 to deliver additional activities as part of the winter planning process.

The Scottish Government have provided funding for Winter Preparedness since late November 2021, both on a recurring and non- recurring basis. For funding directed originally through local authorities, this has already been baselined into the HSCP budget (with no allowance for pay uplifts). The £2m received to increase capacity for Care at Home is fully utilised to support both care at home and the reablement services.

There is no available funding to support the purchase of Interim care beds.

Delays in confirmation from the government of levels of recurring funding continues to place plans at risk. On 21 October 2024 the government confirmed that the overall funding to support Multi-Disciplinary Teams will be cut by £5.7m from the 2023/24 level, back to £40m. It is estimated that WDHSCP's share will be in the region of £0.664m. This reduction will require the HSCP to review all current posts, which include funding for care home oversight, health care support works within our inpatient mental health wards, frailty practitioners, social work reviews and support to the commissioning independent and third sector support.