Dear Malcolm

Winter Plan 2019/2020


Our original Winter Plan was approved by the NHS Greater Glasgow and Clyde Board on the 24th October 2019 reflecting our primary concern to deliver safe and effective care. It has been formulated within the context of a continuing increase in demand for Emergency Care. Year to date (September) ED attendances are up 1.8% and emergency admissions up 4.3% on last year.

The measures outlined within the plan include specific actions and proposed additionality of service, particularly acute beds, put in place every year, as well as continuous service improvement and change in accordance with the National 6 Essential Actions approach. These are in addition to investments made throughout the year by the IJBs to support the pressures on Social Care and redesign service to meet the increases in demand.

Last year, NHS Greater Glasgow and Clyde incurred additional expenditure of £5.664m to provide services over the winter period of which £2.1m was provided centrally. We welcome the confirmation of the second tranche of Scottish Government funding bringing the total to £2.139m for this year, which includes the financial resource to establish the modular Minor Injury Unit at the Queen Elizabeth University Hospital. Our Board has agreed a further £2m to support the Acute Division, each IJB has also made provision for specific additional funds to support winter pressures.

In formulating our plan, we are mindful that in addition to continuing high levels of demand, our preparations need to take into account:

- Sustaining our trajectories for planned care to meet the National Waiting Times Plan.
- The potential impact of a BREXIT “no deal” on our supply chains across the health economy.
- Contingencies in the event of a serious flu outbreak.
- Continuing financial challenges, with a projected deficit of £29.5m.
- The arrangements for the festive period.
We maintain concerns that the existing financial envelope will be challenged to meet requirements without further exposure to financial risk as a consequence.

Your letter of the 30th October 2019 requested further detail on our Winter Planning preparations. We have compiled the attached paper as an addendum to our Winter Plan to address the issues in your letter.

Due to the extremely tight timescales, it has not been possible to approve the attached paper at the relevant Board/IJB committees so it may be subject to further minor change during that process.

Yours sincerely

Professor John Brown CBE
Chairman
NHS Greater Glasgow and Clyde

Jane Grant
Chief Executive
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