



Coventry City Council

## Briefing Note

**To:** Health and Social Care Scrutiny Board (5)

**Date:** 07 October 2015

**Subject:** Winter Pressures including Delayed Discharge

### 1. Purpose of the Note

1.1 Health and Social Care Scrutiny Board (5) requested an update in relation to Winter Pressures including Delayed Discharges in the form of a presentation around challenges faced by the system, action taken and proposals included in the current winter pressures plan.

### 2. Recommendations

2.1 Health and Social Care Scrutiny Board (5) to note the update provided and provide any comments and feedback in relation to the current Winter Resilience Plan.

### 3. Information/Background

3.1 All health and social care systems have faced increasing challenges in relation to managing pressures that create demand particularly in acute hospital settings.

3.2 The three main performance indicators that act as a barometer of the current state are 4 hour waiting targets for Emergency Departments, the 18 week Referral to Treatment Target and the numbers of Delayed Transfers of Care.

3.3 Throughout autumn, winter and spring 2014/2015 there were significant challenges within the Coventry System, resulting in greater levels of scrutiny from both NHS England and the Trust Development Authority.

3.4 The System Resilience Group, that brings together senior executives from the main health and social care partners, is the key forum locally where these challenges are now monitored and actions put in place.

3.5 In order to meet the challenges a two-pronged approach was taken. A short term tactical action plan was put in place to drive immediate improvements and a longer term system-wide transformation programme initiated to consider the key activities that need to be delivered over the next 2-3 years in light of the decreasing resources available across health and social care.

#### **4. Performance to date**

4.1 Detailed performance information will be included in the slide-set that will be circulated prior to the Scrutiny Board Meeting.

#### **5. Key pieces of work in year**

5.1 One of the main pieces of work that was considered and implemented to try to address the dual issues of 4 hour waiting targets and Delayed Transfers of Care was a “Perfect Week” Activity. This activity was based on a model recommended by the Emergency Care Improvement support Team (ECIST) and the planning was led by University Hospital Coventry and Warwickshire with support from partner agencies.

5.2 Locally the Perfect week was known as “Breaking free for our Patients” and had a brand developed around it based around the concept of asking if people had “The buzz” and getting people to “Bee Ready”. The Brand included a Bee. The branding of the local perfect week has been complimented by ECIST who felt this helped in getting people talking about the perfect week and what was being done.

5.3 The Perfect Week has two main aims. The first being that it focuses on engaging all departments and partner agencies in trying to identify either small improvements that make a big difference, or looking at how new activities can be tested to establish what makes a real difference to activity and a patients journey through the hospital. The second element is that it helps to “re-set the system”.

5.4 Whilst the outcomes of “Perfect Weeks” can differ greatly from trust-to-trust, the Coventry perfect week was considered successful by ECIST. There was a significant improvement in 4 hour Emergency Department waits with a sustained improvement exceeding national targets.

5.5 The impact on Delayed Transfers of Care was not as great but improved in subsequent weeks, although still falls short of national targets.

5.6 The second significant piece of work has been a capacity and demand analysis being carried out to understand where there are potential bottlenecks in the system and support in prioritising action plans and pieces of work to be taken forward by the Transformation Programme.

5.7 This piece of work has concluded the analysis stage and is now progressing the main recommendations that need to be taken forward.

## **6. Winter Resilience Plan**

- 6.1 Each year a winter resilience plan is developed in order to ensure there are actions taken to address challenges that may present over the winter period.
- 6.2 In carrying out this work there were a number of schemes that it was felt have been agreed to continue throughout the year and are therefore no longer showing on the winter resilience plan but remain in place.
- 6.3 The process for agreeing the final resilience plan is that the System Resilience Group will sign off the final plan. Identification of and prioritisation of schemes is currently underway and proposals will be presented to the System Resilience Group on 06 October 2015.
- 6.4 Whilst a copy of the current draft resilience plan will be circulated for consideration by Scrutiny Board, the final version may change following challenge at System Resilience Group.

## **7. Supporting information to be circulated in advance**

The following will be circulated in advance of the Scrutiny Board Meeting for consideration:

- A short film that explains the perfect week activity that was delivered locally is available to be shown at Scrutiny Board
- Supporting presentation slides
- Copy of the current winter resilience action plan

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