



To
Scrutiny Board 5

Date
21 November 2018

From
Coventry Accident and Emergency Local
Delivery Group

Subject
Winter Planning

1 Purpose of briefing note

To provide Scrutiny Board 5 with an update on preparations for winter 2018/19 in order to manage pressures across health and social care.

2 Recommendations

Health and Social Care Scrutiny Board (5) are recommended to note the update provided on preparations for winter and provide any comments and feedback in relation to the plans in place to prepare for winter.

3 Information/Background

Coventry and Warwickshire STP area is required to submit a winter assurance template to NHS England and NHS Improvement to meet the following objectives:

- To provide a single document with a system wide approach to urgent and emergency care over winter 2018/19.
- The provision of daily operational oversight to understand details of provider planning, identify areas of concern and also understand variation throughout winter.
- Development of a repository of trust policies and processes with regards to flow that can be reviewed for good practice sharing examples and areas of concern addressed.
- Have in place assurance documentation which builds on learning from winter 2017/18
- To provide an understanding of support requirements to facilitate targeted improvement offers

This template is owned, monitored and managed by the Coventry and Warwickshire A&E Delivery Board. This board oversees an area covering over 900,000 residents, working across six NHS providers, with 1,830 general and acute beds, over 3,000 nursing and residential homes beds, two local Authorities, over 130 GP practices and three NHS CCGs.

The Coventry and Warwickshire winter assurance template was submitted to NHS England on 26 October 2018 on behalf of the A&E delivery board.

4 Winter Pressures

In many ways pressures traditionally experienced at winter continue to be felt beyond the winter period itself with parts of the system remaining under sustained pressure throughout the year. The graphs below demonstrate this point through data relating to A&E attendances, admissions, and walk in Centre attendances as shared at the Coventry Accident and Emergency Delivery Group:

A & E Attendances (Including WIC)



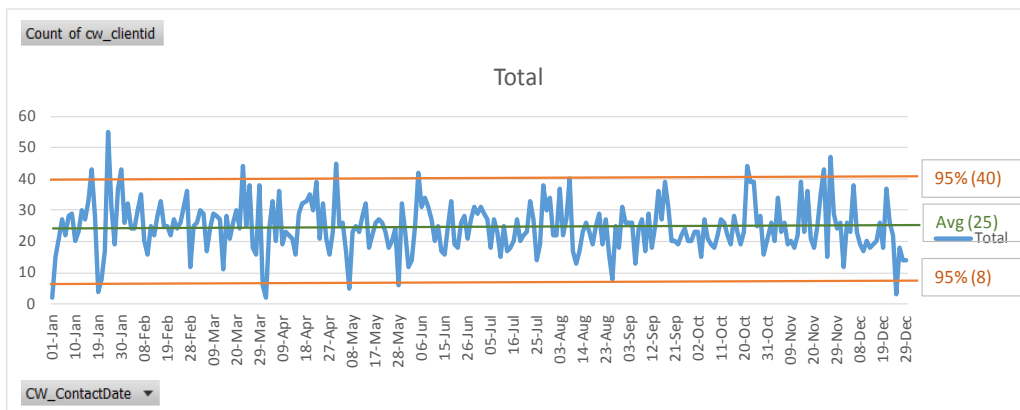
Emergency Admissions via A & E



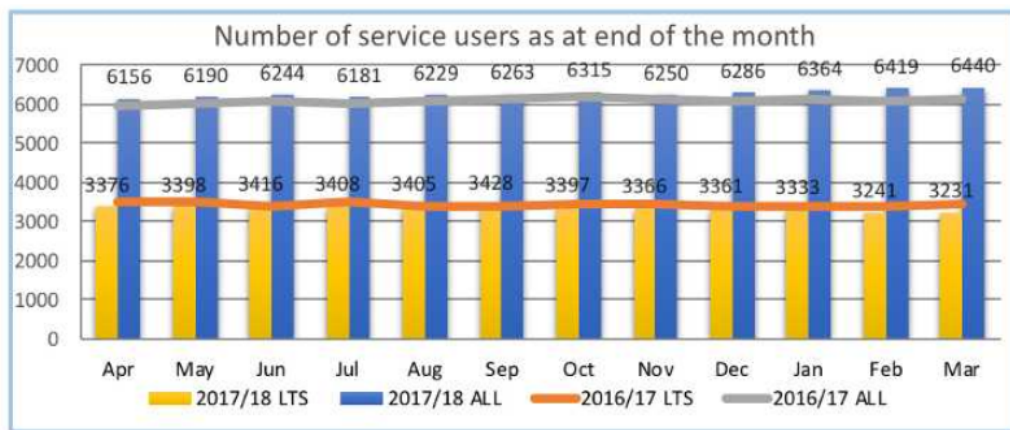


Equally demand for Adult Social Care measured in respect of referrals for support through our community front door do not demonstrate any noticeable peaks over the winter period.

Social care community referrals over 12 month period



In terms of people supported over a twelve-month period there is also noticeable impact over winter months:



5. Winter Planning

Therefore, although winter remains a key focus in the annual health and care cycle the focus is very much on ensuring that the system maintains the capacity and flow required to continue to operate effectively with the additional challenges that the winter period presents, not least due to bad weather and the risk of staff absence due to ill health. For 2018/19 £347k was received through STP monies, all of which was allocated to CWPT to help support community and mental health services.

As winter planning takes place year on year the objectives and measure put in place also are very similar from year to year and focus on:

- Ensuring that there is enough capacity across health and social care to meet the pressures of winter
- Ensuring the system delivers care at the most appropriate level for the needs of patients and supporting more people within the community
- Ensuring the system is prepared for dealing with common expected winter illnesses and severe weather events
- Having an operational resilience network that enacts actions plans at peak times through a robust escalation reporting and management process

6. Key activities to support winter resilience

There are a set of existing plans in place with regard to system resilience, these relate to the delivery of nationally mandated actions there are also a series of additional local system level actions are in place to support resilience over the winter period.

Key elements that will be focussed on in respect of ensuring resilience are as follows:

6.1 Profiling of Elective Work and Reducing Bed Occupancy

Provider elective plans are based on reducing routine inpatient elective work in the week before Christmas, Christmas itself and into the New Year, freeing up both theatre capacity and available beds over that holiday period.

Reducing elective work reduces the demand for beds overall across providers by approximately 5% over this period this allows for medical patients to be placed overnight as necessary in capacity not normally opened overnight.

In addition, the system will work to reduce bed occupancy in the week before Christmas as in previous years to below 85% at least, through targeting of additional discharges. This impacts on the

profile of work for Community and Social Care both before the holiday period as well as afterwards to deal with the number of patients that are forecast to require flow into the community after the New Year.

6.2 Primary Care Provision

The majority of practices already offer additional weekend and evening appointments, and this will continue during the winter period.

There is new scheme in Coventry & Rugby in relation to GP support to care homes, CHES (Care Home Enhanced Support) focused on GP practices supporting defined nursing / residential homes with a catchment of approximately 300 beds. This support is provided to care homes across the City to avoid unnecessary admissions through proactive engagement and advice.

6.3 Community Health Services

Coventry and Warwickshire Partnership Trust provide community services in Coventry and have a range of actions to contribute to winter resilience in the system;

- Daily staffing reviews, matched with caseload demand and referral demand to support effective flow into the community
- Maintaining re-ablement activity into Discharge to Assess beds
- Participating in daily community/discharge hub arrangements
- The appointment of 2 locum physiotherapists for winter as approved in the Urgent and Emergency Care (UEC) transformation bids to increase capacity and to reduce Delayed Transfers of Care (DTOC)
- Focus on increasing staff flu vaccination rates
- Robust and proactive management of staff sickness

In addition, the Trust is mobilising it's Out of Hospital model, including the development of placed based teams aligned to GP clusters to support the proactive multi-disciplinary management of patients in the community.

6.4 Local Authority

The iBCF grant announced in the spring budget 2017 has made extra funding available to the local authority between 2017 and 2020 and this has been put in place with the aim of providing additional stability and capacity in local care systems. This resource continues to be a main element of ensuring that adult social care reduces pressures on the NHS.

The additional winter monies for Adult Social Care of approx. £1.5m for 2018/19 will be used across a range of programmes, agreed through the A&E delivery group and summarised as follows:

Description	Amount
Funding short term beds to sustain capacity to discharge people for a period of assessment	£500k
Additional social care purchasing across home support, residential and nursing as a result of increased activity over winter	£250k
Incentive scheme for providers of social care to maintain capacity and facilitate same day and weekend discharges	£240k
Additional staffing including Social Workers and Occupational Therapists to provide additional assessment capacity and move people through short term services	£180k
Additional capacity in 'step up' services to reduce ongoing care and support needs and reduce risk of people entering hospital system	£240k
Increasing capacity in street triage service extending hospital to home transport into evenings and weekends	£100k
Capacity specific to support people with mental ill health including specialist staff, housing advice and crisis cafe	£80k
TOTAL	£1,590k

6.5 University Hospital Coventry and Warwickshire (UHCW)

UHCW have delivered a range of actions to ensure resilience across a range of activity which includes:

- Daily operation of cross organisation patient flow hub to support the acute hospital wards with their discharge planning
- Streaming to GPs in the ED unit to reduce pressure on minors and majors
- Rapid Triage in A&E ensuring that minors are being seen with 4 hours.
- SAFER fully implemented across the Trust:
 - S – Senior review. All patients will have a senior review before midday by a clinician able to make management and discharge decisions.
 - A – All patients will have an expected discharge date and clinical criteria for discharge. This is set assuming ideal recovery and assuming no unnecessary waiting.
 - F – Flow of patients will commence at the earliest opportunity from assessment units to inpatient wards. Wards that routinely receive patients from assessment units will ensure the first patient arrives on the ward by 10 am.
 - E – Early discharge. 33% of patients will be discharged from base inpatient wards before midday.

- R – Review. A systematic multi-disciplinary team review of patients with extended lengths of stay with a clear ‘home first’ mindset.
- Red to Green (R2G) embedded across all wards. This is a system intended to reduce length of stay by removing unnecessary waits (red days) and ensuring each day is of value to patient treatment or recovery (green days)
- Integrated offer between Walk in Centre and Emergency Department, through joint clinical oversight
- Additional beds over the Winter
- Increased Emergency Department staffing
- Focus on better management of patients attending ED with Mental Health Issues
- Access to additional ‘hot’ clinic slots
- Opening of a surgical assessment unit for direct GP referrals

6.6 Seasonal Flu, Winter Infections and Cold Weather

Coventry City Council, Warwickshire County Council and wider NHS partners are co-ordinating a pro-active campaign and response to seasonal flu, other winter infections and cold weather. The campaign and work includes:

- A dedicated webpage regarding seasonal flu vaccination holding all the resources and information for professionals and the public: www.coventry.gov.uk/flujab. 1 in 3 people in Coventry and Warwickshire are entitled to a free NHS flu vaccination which can be provided by their GP, pharmacy or antenatal clinic.
- Call to action posters which have been sent out widely to frontline partners(1) for action and sharing to encourage uptake of vaccination for all eligible groups and frontline health and care staff
- Provision of seasonal flu vaccinations for directly employed staff who provide direct personal care at both Coventry City Council and Warwickshire County Council
- Promotion of the care worker vaccination scheme provided by community pharmacies and GPs to our care providers
- Developing robust responses to care home flu outbreaks with PHE, CCGs and NHSE as well as frontline services

Last year across Coventry and Rugby 71% of people aged 65 and over had a jab, but less than half of pregnant women and those in clinical risk groups under the age of 65 took up the offer. Coventry does however boast a successful children’s programme with the school programme (Reception and Years 1-4) boasting an uptake of over 65% (upper target) overall.

This first vaccine uptake figures for this season will be available later in November 2018. Appendix One provides a locally developed infographic about local trends in uptake by risk groups for last year.

Reducing winter infections

- Organisation-wide awareness raising regarding handwashing and “Catch It Bin It Kill it” messages for Coventry City Council being run jointly with Occupational Health, who are also encouraging all directly employed care staff to be vaccinated

Supporting those most vulnerable to the cold

- Awareness raising among frontline staff of the services available to those who may be living in cold homes, or struggling with fuel bills this winter. The team have a number of schemes running this year to support those most vulnerable with heating and insulation measures. In addition we are continuing with our multi-agency health and care cold weather alerting process.

6.7 Communication

All partners work across the various organisational communications teams to manage the media campaign associated with seasonal pressures on behalf of Coventry and Warwickshire.

The focus of the 2018/19 campaign is:

- Increase flu vaccination take-up in the target groups: i.e. Carers, Pregnant women and long term conditions.
- Reduce pressure on urgent care and A&E through promotion of self-care, Walk in Centres, Urgent Care Centres, NHS 111 and Out of Hours, and sign posting of these feeder organisations of alternatives in place within the community.

6.8 System Escalation and Co-ordination

Coventry & Warwickshire CCGs are required to report to NHS England on a system-wide basis declaring the level of escalation against key system indicators/triggers. The CCG have established a single point of contact available 24/7 to provide system coordination where required. Escalation calls can be requested by any organisation under pressure.

A daily report is also required to be submitted to NHSE identifying levels of risk across the system for which support may be provided if deemed necessary. All agencies report and the response is submitted daily by the CCG.

The 2 weekly Coventry Accident and Emergency Delivery Group and the Coventry and Warwickshire Accident and Emergency Board will provide the main local forums for managing and resolving operational and tactical issues. These forums are attended by senior managers across all organisations.

7 Key Issues impacting on resilience

There are a number of issues that are challenging to predict which, if materialise can have a detrimental impact on the ability to sustain a resilient system. These include:

Workforce capacity

As part of the completion of templates for on call and shift rotas over the December and January any gaps in provision will be identified and steps taken to fill these wherever practicable.

Weather and transport

Coventry & Warwickshire health and care providers receive weather warnings via commissioners, as well as weather alerts and forecasts from the Meteorological Office. This allows the system to put into operation the appropriate plans in a timely fashion. In the event of adverse weather such as snow, ice and flooding a control room can be activated at various sites across Coventry and Warwickshire. It should be noted that 'the best from the east' in 2018 did not cause abnormal spikes in demand or result in a situation where people were left without care although some minor disruption was experienced.

Appendix One:

Flu vaccine take up for 2017/18

Notes

- (1) Children facing services: Family Hubs, School Nurses, Childrens Care settings, Health Visitors, Nurseries, Schools, Paeds Departments. Adult facing services: Voluntary Sector Services, Antenatal Services, GPs, Pharmacies, Libraries, Medical Directors/CCG Accountable Officers, Public Health Commissioned Services and partners

PF

12.11.18

