

West Sussex Health and Wellbeing Board



Winter Planning to support the health and care system

10th October 2019

Report by West Sussex Urgent Care and Resilience Teams

Executive Summary

This paper concerns an update regarding the plans across West Sussex to manage demand in health and social care over the winter period.

The Health and Wellbeing Board is asked to:

Note the plans in place for the health and social care systems across West Sussex.

1. Background

The winter plans outlined in this presentation cover the health and social care systems across West Sussex including the Surrey & Sussex Healthcare NHS Trust (SASH) and Western Sussex Foundation NHS Trust (WSHFT). The planning also covers Princess Royal Hospital in Haywards Heath part of Brighton Sussex University Hospital due to patient flows but all plans are consistent across West Sussex.

Planning for the winter period is a national requirement for local preparation for additional demands and pressure on the health and social care system expected during the winter period (01 December 2019 to 31 March 2020). The plan covers the whole health and social care system from preventing unnecessary admission to hospital through to supporting timely discharge home ensuring that access to services and patient safety is maintained. The plan provides system assurance that service capacity across the health and social care system will be sufficient to meet forecast levels of demand and is able to respond quickly and effectively when there are exceptional surges in demand that require a rapid system response.

The plan is being developed by the local system A&E delivery boards (LAEDB), which have representation from all local system health and social care providers and commissioners. The plan for winter builds on learning from previous years as part of a continual improvement process. The final versions of the plan will be approved by the LAEDBs at the end of September following assurance review by NHS England. The plan will also be considered for assurance by the Governing Bodies across West Sussex in September and individual providers will assure their own plans through their respective boards.

We are bringing this update to Health & Wellbeing Board for information.

2. Winter plan

The main objectives are:

- To maintain patient and staff safety and service quality at all times
- To ensure that acute hospital bed occupancy is maintained at a level that ensures that patients who require admission to a hospital bed are able to be admitted in a timely way, thereby avoiding the risk of overcrowding in A&E and delays to ambulances being able to handover patients and respond to 999 calls
- To ensure that community health services are maximised, e.g. improving length of stay and utilisation and increasing the number of patients who can be safely discharged home in a timely manner with care support. Effective use of community services during the winter period will support timely discharge from hospital and avoidance of unnecessary admission to an acute hospital bed
- To ensure the delivery of agreed improvement plans in respect of national NHS access standards including the four hour A&E standard, the 18 week referral to treatment standard and cancer waiting times standards
- To deliver the national ambition to reduce the number of patients in an acute hospital bed with a long length of stay by 40% by March 2020 – It is well evidenced that patients with a long length of stay in acute hospital settings are at high risk of de-conditioning.
- To ensure system Delayed Transfer of Care are no greater than 3.5% of acute hospital beds.
- To proactively prevent and manage infection control outbreaks issues such as influenza and norovirus.

Lessons learnt from previous years

Each year the health and social care systems across West Sussex undertake reviews of winter to understand lessons learnt to enhance future planning. These lessons have been incorporated into the plans for winter 2019/20 as follows:

- Support from other local health and social care systems in response to pressure in the local system.
- Maintenance of patient safety in A&E during periods of sustained demand pressure.
- Ability of system partners to rapidly support additional capacity in response to system pressure.
- Single winter communications plan across West Sussex and East Surrey aligned to the national NHS campaign.
- Development of discharge to assess pathways across health and social care to ensure people do not wait in acute hospitals when they can be supported at home.
- More live feeds are required into the real time data system Single Health Resilience Warning Database (SHREWD) including mental health and 136 capacity. The database provides up to date information about demand allowing the system to react in a timelier manner to surges in demand.
- Renewed focus on stranded/ super stranded patients to manage patient flow.
- There is still high levels of minors attending A&E. System wide collaboration is underway to deliver Integrated Urgent Care model (IUC) including Urgent Treatment Centers (UTC) roll out from December 2019.
- West Sussex wide system capacity and demand planning for this winter has built further upon the successful planning model that use for last winter

ensuring that mitigation actions are in place for forecast surges in demand over winter. Work continues with both the SASH and WSHFT systems around the detail underpinning the demand and capacity plan to ensure sufficient capacity is in place to support demand.

This system also identifies key risks and the necessary mitigations.

Risk	Mitigations
System Flow	<ul style="list-style-type: none"> Multi agency agreements on standard operating procedure and escalation process and triggers for all community pathways Long length of stay action plans in place across West Sussex, multi system engagement secured, regularly reviewed Capacity and demand plans in place to identify gaps in capacity to ensure system actions in place to mitigate.
Challenge with timely access to domiciliary care	<ul style="list-style-type: none"> Local authority engagement with homecare provider market Care Matching task and finish group to maximise brokerage efficiency
Workforce challenges across the system	<ul style="list-style-type: none"> Pre-booking block contracts with agency and bank staff STP wide and local winter communications plan Flu vaccine uptake by staff Upskilling workforce to ensure flexibility across multiple areas Preplanning rota fill across providers
Mental Health patient flow pressures	<ul style="list-style-type: none"> STP Mental Health Programme Investments 2019-20 STP Executive escalation related to housing and accommodation risk identified. Development of SES Mental Health escalation plan, triggers and related actions.
Uptake of flu vaccine	<ul style="list-style-type: none"> National and local campaigns planned to increase uptake CQUINs in place to support uptake locally
Increased attendances / admissions from at risk cohorts	<ul style="list-style-type: none"> Quarter one deep dives have programmes in place to address the increases in A&E including- self presenters, conveyance, long length of stay and same day emergency care. Streaming away from A&E to ambulatory and frailty units where appropriate Robust admission avoidance pathways and full access/utilisation of available pathways.
No deal EU exit planning	<ul style="list-style-type: none"> Coordinated no deal EU exit contingency planning through Sussex Resilience Forum

3. Next Steps

The system will continue to refine and monitor plans over the coming months including submission to NHS England for review and assurance. There will also be a stress testing event across Sussex to ensure systems are as resilient as possible over winter.

Work continues within the SASH system to agree and finalise the winter plan

Director for Public Health