



# Winter Planning 2021/22

## Kirklees Overview and Scrutiny Committee

7<sup>th</sup> October 2021





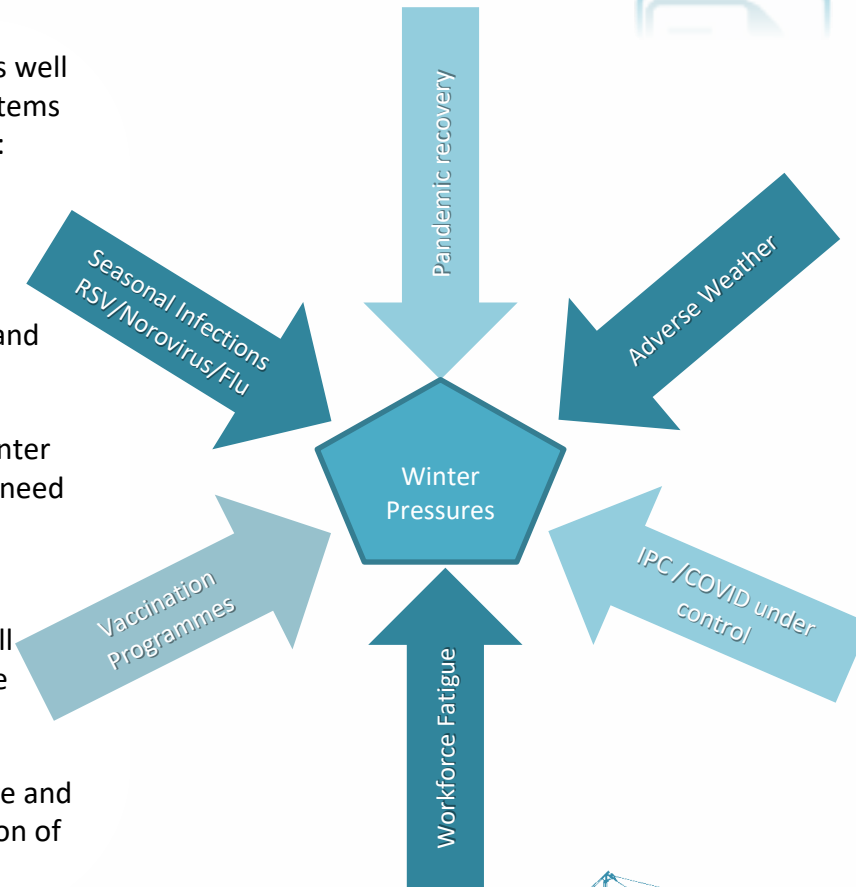
In the context of the pressures of the **national pandemic recovery** as well as the **uniquely challenging circumstances** this winter will bring, systems will need to demonstrate a robust process with several specific aims:

Winter 2021/22 is predicted to be **very challenging**; systems will be expected to maximise opportunities to support the **NHS recovery programme and partner recovery** whilst ensuring continued reliable application of the recommendations in the UK Infection Prevention and Control guidance to prevent and control **COVID-19** infection.

Seasonal pressure is multi-faceted and an integrated approach to winter planning is critical to maintain resilience and ensure safety. Systems need to work together across the whole care pathway with input from all system partners.

Winter planning this year will be an iterative process and systems will need to adapt plans due to the competing demands as a result of the Covid-19 pandemic.

Must **ensure plans are integrated at a system level** and that pressure and risk is evenly spread across systems and is not focussed on one section of the care pathway.





Kirklees Clinical Commissioning Group  
Calderdale Clinical Commissioning Group  
Wakefield Clinical Commissioning Group  
Kirklees Council  
Calderdale & Huddersfield NHS Foundation Trust  
Mid-Yorkshire Hospital NHS Trust  
South West Yorkshire Partnership NHS Foundation Trust  
Primary Care  
Community Pharmacy West Yorkshire  
Local Care Direct  
Locala  
Third/Voluntary Sector  
Yorkshire Ambulance Service

Working  
together for  
the benefit of  
residents  
across Kirklees





## Acute Footprint System plans are required by 5<sup>th</sup> October 2021

Key Lines of Enquiry (KLOE)

### Demand

Ensure levels of demand have been credibly modelled

### Capacity

Ensure the system understands available capacity across the pathway and how this can be optimised most efficiently

### Workforce

Ensure workforce levels are reported and understood  
Annual Leave/Sickness/Temp staff

### Exit Flow

Ensure interfaces between sections of the care pathways are optimised

### External events/Other factors

Consideration of external pressures

## Access preparedness for winter

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The RAG rating will not reflect an assessment of likely performance, its an **assessment of preparedness** for winter.

System challenges are understood and plans to mitigate these are appropriate

System challenges are understood and plans to mitigate these are in place but need some further development

System challenges are understood but mitigation plans are not in place or are poorly developed

System challenges are not understood and mitigation plans do not exist

RAG ratings are proposed to rate each place within West Yorkshire, it is intended that by the end of the process all places will be rated as green or amber/green indicating that the systems understand their challenges and have credible plans in place

Where places are likely to face significant challenges across the winter it may be appropriate to implement additional assurance steps such as peer-to-peer conversations between NHSE/I and system executives

Plans are enacted within hours

Staff to patients – not patients to staff

Protect elective capacity

Review pinch points – e.g. half term – 2 weeks not one

Local knowledge key to maximising capacity in systems

Acceptance that thresholds are different in organisations for escalation – focus on actions across pathways

Plans will be informed by experience from recent winters and incidents, with lessons learned incorporated.





### CHFT

- 10 innovation schemes
- Agreed workforce plans and skill mix are in place
- 100% ambition for flu vaccine uptake
- increased presence of the lead nurses for Patient Flow
- SAFER Patient Flow Transformational Programme relaunched

### MYHT

- Reducing the patients with no reasons to reside
- Reducing patients who have been with the Trust for 21 days or more
- increasing Same Day Emergency Care activity
- Reduction of multiple patient moves and their relationship to ED occupancy

### Kirklees Place

- Mental health – system partners continue to meet to review operation of patient pathways to prevent ED attendance and admission
- Learning from case studies/previous winters takes place –Leading to optimisation of existing pathways, and/or development of new pathways where there are gaps identified
- Locala leading on a whole system based redeployment review
- Kirklees Council have been linking up with Calderdale and Wakefield Councils to explore the opportunities a shared Discharge to Assess electronic management system
- Increased assess to extended services in Primary care





### Some Risks are across all Services and Providers;

- Covid surge
- Further lockdown
- Workforce pressures (including recruitment/retention)
- Weather events (flood & snow)
- Logistics including transportation of goods
- Mental health and wellbeing of staff and residents
- Power outage (including loss of IT systems)
- Long Christmas break
- Impact of long Covid
- Terrorism





### COMMUNITY

- Increase prevalence of flu
- Demand increasing on Primary Care
- Lack of Personal Protective Equipment
- 999 ambulance demand
- NHS 111 demand not being met
- Disparity of services across Kirklees

### HOSPITAL

- Elective demand and long waiting lists
- Emergency Dept demand
- Higher acuity of patients
- Under 2s and impact of Respiratory Syncytial Virus Infection (RSV)
- Increase of referrals into Emergency Department

### DISCHARGE SERVICES

- Care Home staff leaving due to mandatory vaccines
- Home closures (permanent and temporary)
- Higher acuity of patients accessing services
- Discharge to assess pathway doubt
- Delay in discharge Covid +ve patients





- Staff Support and Wellbeing arrangements in place to enable a resilient workforce
- Systems plan for COVID as part of Business As Usual arrangements
- Evaluation of system wide learning from the previous winter to inform future planning including Operational Pressures Escalation Levels Framework ( OPEL)
- Reviewed command and control arrangements to support system escalation
- Mechanisms in place to ensure systems escalate early in anticipation of demand surges, not in response to them.
- Development of communication plans with system partners and the public to influence behaviour
- Robust Emergency Preparedness, Resilience and Response planning
- 4 x 4 access and use







### COMMUNITY

- Weekly health and social care meetings take place to review the pathways across the system
- Urgent Community Response rollout
- Local stocks of Personal Protective Equipment
- Working closely with partners (mutual aid)

### HOSPITAL

- Maximise the use of virtual clinics
- Ensure senior clinician in Emergency Department triage at all times
- Extend Urgent Care Hub pilot
- Comprehensive bed planning in place
- Increase routes into acute without accessing Emergency Department (SDEC, Frailty)

### DISCHARGE SERVICES

- Regular daily Multi Disciplinary Teams take place to support patient flow out of hospital
- Discharge to Assess pathways extended
- Commissioned designated beds (9) for use of Covid +ve discharge
- Increase in reablement offer





- ✓ Robust Governance process in place with clear escalation process agreed by all partners;
- ✓ Calderdale and Huddersfield: Urgent and Emergency Care Board;
- ✓ Mid Yorkshire A&E Improvement Group;
- ✓ Mid Yorkshire Footprint – Health & Social Care Tactical – Weekly Meeting;
- ✓ Calderdale & Huddersfield Footprint – Weekly Silver Calls;
- ✓ Frequency can be increased as per agreed escalation process;
- ✓ Kirklees hosted System Pressures - Bi-Weekly meeting;
- ✓ Escalation to Kirklees system gold if required;
- ✓ Kirklees System Opel Score (KSOS);
- ✓ Operational Meetings:
  - ❖ MADE: Multi Agency Discharge Event (Inc Mental Health)
  - ❖ KILT: Kirklees Independent Living Team





- Partners in our system are working together. Relationships are key
- Partners have full winter plans which are collated into 1 single system plan for Calderdale and Greater Huddersfield.
- Plan above links with the North Kirklees and Wakefield Plan
- Only some risks included here with more detailed risks and mitigations included in the full plans
- Previous learning/winters considered in all winter 2021/22 planning
- Will be continually reviewing risks and mitigations throughout the winter and reacting accordingly
- **Voice of the resident/patient and their experience of services continue to inform developments and improvements to services**

