

<b>Impact</b>				
<b>Lead Director:</b>	<b>Jane Close</b>			
<b>Title of Report:</b>	Winter Plan (2019/20)			
<b>Author:</b>	Helen Duke / Peter Horner			
<b>Category of Paper for</b> ( ✓ appropriate box)	<i>Information</i>	<i>Decision</i>	<i>Assurance</i>	<i>Position statement</i>
	✓		✓	
<b>Executive Summary</b>	The winter plan has been developed to support Locala teams, patients and key stakeholders during the pressures that come from the winter period. This document is also to provide assurance to the board that plans are in place to support the continuation of services during the winter months to meet patient needs			
<b>Strategic Objectives (BAF)</b> (which of the LCP objectives does this relate to?)	Delivering High Quality Care Improving Population Health Making a Difference in Communities			
<b>Risk</b> (include risk number and a brief description of the risk)	There are several risks associated with the winter months that are detailed in the winter plan. This is mitigated as part of the local business continuity plans			
<b>Recommendations to the Operational Board</b>	To approve the winter plan in order for it to be disseminated to the teams			

Category	Is there an effect?		Further Information (if there is an effect, either briefly explain what it is, or point to the section of the report which discusses it in more detail)
	Yes ✓	No ✓	
Financial implications including value for money to LCP	✓		
Is there a potential risk or legal implication to LCP		✓	
Is there any Health Benefits for the population of Kirklees?	✓		
Equality Impact Assessment		✓	
Quality Impact Assessment		✓	
Are there any staffing implications or training needs?	✓		4 x 4 training
Patient Safety Implications	✓		

Communicating this:	
What consultation has taken place with: <b>sub committees; Members' Council and/or Partnership Forum; external stakeholders?</b>	Annual review and communication with Operational Managers and Strategic Leads
Following this meeting <b>who and what</b> now needs to be informed about this?  NB: Consider all relevant parties e.g. Members' Council & Partnership Forum.	To be shared with the Board, teams and relevant partners as required

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## Background and Context

The period from between October 2019 to March 2020 will contain challenges to health and social care services across the Kirklees, which could impact on the delivery of safe, high quality patient care.

Increased demand for healthcare services in winter exerts severe pressure on the NHS, with an increase in acute presentations including respiratory, gastrointestinal and cardiovascular diseases. Infectious diseases also become more prevalent during this period.

Cold weather related physiological changes can also precipitate health problems, such as the winter peak in acute heart failure. For every degree drop in temperature below 5 degrees Celsius, there is a 10.5% increase in primary care respiratory consultations from people aged over 65 up to 15 days later and a subsequent 0.8% increase in respiratory admissions in the following weeks.

A concurrent rise in influenza-like illness and acute bronchitis may predict a peak of increased respiratory admissions after one to three weeks.

With this brings additional bed pressures both within the hospitals and in the community beds including intermediate care and care homes.

## Aims and Objectives

Aims:

This plan covers winter planning arrangements for Locala, supporting the Health and Social care community across Kirklees.

The aim of this plan is to articulate how we intend to maintain safety and minimise harm for staff and service users by ensuring sufficient capacity, leadership and support within the health and social care economy to meet predicted demand during the winter period.

Objectives:

- To demonstrate a system wide approach to winter preparations planning and delivery, based on past learning and predicted activity
- To articulate a robust mechanism for escalation
- To give assurance of effective communications between partners and service users

## Governance

This winter plan, associated risks and actions are owned by Locala's board. It is Locala's intention to link in with partners within the Acute Trusts, other health providers and the social care sector throughout the winter period including all escalation calls as required.

*Partner Organisations include;*

- Mid Yorkshire Hospitals NHS Trust
- Calderdale and Huddersfield Foundation Trust
- Yorkshire Ambulance Service
- Local Care Direct (Provider of GP out of hours service across in West Yorkshire)
- Kirklees Council
- Community Pharmacy West Yorkshire
- North and South Kirklees Clinical Commissioning Groups
- Local community and Voluntary Sectors

## Summary of learning from winter 2019/20

Following on from winter 2018/19 some of the main themes are highlighted below;

- Flu vaccine rates increased slightly in 2019/20
- All partners continued to experience staffing challenges and are likely to do so for the foreseeable future
- CHFT Made calls were effective achieving a proactive approach to delayed discharges
- Demand for health and social care services continues to rise including a 2% rise in A&E attendances. Kirklees has relied on additional capacity beds to manage demand.
- Within the Acute Trusts the outlying patients on wards have a longer length of stay and compromised patient experience.
- Partners have demonstrated good system working.
- Community beds experienced infection outbreaks which placed greater pressure on patient flow within the system. This included outbreaks of norovirus in the intermediate care bed settings. An agreement to shut down certain blocks allowed additional staffing support across the areas that remained open. There was good partnership working with infection control teams across health and social care to ensure infections were contained.

## Risks and Issues

No	Risk Description	Details of mitigation	Residual Risk Score
1	Winter monies have yet to be agreed and allocated to relevant service providers which can impact on delivering a safe service	Further discussions are ongoing and Locala will be part of the workshops and negotiation to seek additional funding to meet patient needs.	
2	There is an expectation that the winter period will bring some challenging weather conditions.	Locala has mitigating factors in place to ensure staff can support patients including the use of 4x4 vehicles and robust escalation processes. Each service also has business continuity plans in place, with a review underway to ensure up to date versions are available to all teams and on call managers.	
3	As with each winter period there is an expectation that there will be increased referrals to services within KILT. This may have an impact on bed availability.	The new process in place should ensure that appropriate referrals are received and triaged ensuring patients are supported with their care in the most appropriate environment. Regular communication with providers supports shared care planning	
4	Staffing pressures is a risk during the winter period due to increased sickness levels and problems with staff getting to work during severe weather conditions.	All services have business continuity plans in place to staff to follow.	

5	The new Primary Care Network's are still relatively new and relationships with them are still in development.	Locals are currently reviewing the KILT model to streamline referrals for intermediate care services to ensure we have appropriate referrals and pathways for our service users. Locals has a dedicated relationship manager who has developed positive relationships with PCNs	
6	It is a potential that BREXIT will occur on the 31 <sup>st</sup> October which brings some additional potential pressures around staffing within partner organisations, supply of medication and other resources purchased from the EU countries.	All organisations delivering health and social care are required to have a BREXIT plan in place in order to mitigate any risks. Locals has an action plan in place which is being governed at Board level	

### Winter monies

Locals are currently working with the Acute Trusts and CCG's regarding allocation of winter monies as to where the finances will be apportioned. Ongoing communication is taking place with some task and finish groups set up to discuss allocation of funds where applicable.

### Managing admission avoidance and bed pressures

There is continued investment in the Locals START service with staff working in A&E departments within the hospitals. There is also the Frailty service that is available over a 7 day per week period which offers a staff presence in the hospitals, supporting patients' home from A&E and avoiding an acute admission.

Locals also offers community matron support to the local hospitals throughout the winter months in order to support complex patient discharges

Last year intermediate care beds in North Kirklees were restricted as a result of infection which resulted in a backlog awaiting transfer from acute care; this winter Locals has identified a plan to keep blocks of the intermediate care beds open during an infection outbreak.

Locals continues to work with the Acute Trust discussing staff rotation across the patch. This could make the posts more attractive to professionals and support both Locals and the Acute Trusts in the recruitment of specialist staff.

Locals have implemented a new staffing structure and intermediate bed model which is likely to decrease the length of stay for patients from 4-5 weeks with an aim to reduce this further from 3 weeks within the unit therefore increasing the number of available beds for acute trust transfers.

### BREXIT

Locals has a BREXIT action plan in place which is overseen at board level that identifies potential risks to health and social care following the UK leaving the European Union (EU). Some of these risks relate to staff from the EU and resources being purchased from countries within the EU.

## Service Delivery

### Intermediate Care Beds

Significant changes are being implemented in time for winter 2019/20 as part of the intermediate care review. Access to community beds including existing intermediate care beds will be via the Kirklees Independent Living Team (KILT). Patients considered for intermediate care beds will go through a rigorous assessment for home first discharge to assess options are considered as priority where appropriate for the patient. This ensures that beds are available for complex patients where home is not an option.

The new enhanced staffing structure within intermediate care beds is now operational with a significant increase in therapy and nursing provision, which has the ability to outreach for up to 7 days upon discharge.

Locala and Kirklees are working together to take an integrated approach to provide joint care for patients access the intermediate care services.

### Enhanced Reablement – South Kirklees

The enhanced reablement service in South Kirklees is now available with the ability to support patients in their own home for up to 4 weeks following discharge from the acute sector or community bed. This service offers enhanced therapy, nursing and pharmacy input as well as the option of night sitters for two nights following discharge when required.

### START

Locala has integrated the OPAT and START service to deliver a holistic approach to patients requiring short term intervention or IV treatments in their own home. This will allow greater flexibility to support both groups of patients' dependent upon capacity and demand.

The START service are fully integrated into the Frailty services in both the acute trusts supporting patients home and avoiding hospital admission. There is also the ability to request Consultant support for patients in their own home as an alternative to and A&E or Acute trust attendance.

### Reablement

Within this service Locala have now appointed new staff into vacancies which will reduce the pressures that was experienced last winter. This will allow Locala to deliver a more consistent approach to service delivery supporting partner organisations as appropriate.

### ICCT

The integrated community care teams provide a 24 hours / 7 days a week service, which will continue throughout the winter months. Twice weekly capacity calls will be held identifying the current situation in each team. Capacity is calculated by the percentage of staff available to work. Where capacity dips (e.g. due to sickness etc) then surrounding teams will provide additional support. Demand is also monitored by the number of referrals received. If the whole service experiences capacity or demand issues, daily capacity calls are instigated, patients are triaged and visits deferred to a maximum of 24 hours. In addition to this waiting lists will be created for none urgent visits.

During extreme weather events only essential visits will be carried out. The criteria for these visits have been identified within the service business continuity plan and includes twice daily capacity calls are held. Staff will work on foot from a snow base and all non-essential visits will be cancelled. Patients will be telephoned to advise as an alternative to visiting schedule. Staff have also been trained to drive 4 x4 vehicles and these will be utilised in bad weather to reach essential visits. ICCT's will request help from other Locala services in times of sustained need.

## Walk-In Centre

In the Walk-In Centre, during the winter months Locala will continue to be responsive to the requirement of the commissioners, MYHT and our patients. Historically we have extended operating hours and increased clinical capacity following additional funding from commissioners. During this winter period additional funding is yet to be sought. Locala will continue to flex the service offer in line with partner requirements and will enter business continuity as required.

## SPOC

Locala now have a new recruitment process with the introduction of open days in order to ensure higher numbers of applicants when we have vacancies.

Locala and Kirklees Council are working together as part of an integrated single point of access for both health and social care systems. We are also undertaking reviews with each Locala services where referral come through SPOC to ensure these are optimised for both service users and referrers.

## Workforce

Initiatives to support winter pressures and additional beds have been provided as a result of ongoing transformation planning:

### *Kirklees – Enhanced Reablement*

Locala supported North Kirklees in the partial delivery of enhanced reablement service in the winter months of 18/19 through winter money investments. Additional funding for 2019/20 is still in negotiation.

Locala are working in partnership with social care in delivering an enhanced reablement service for South Kirklees. This includes enhanced therapy support, pharmacy and nursing with options for 2-3 nights of night sitting to support vulnerable patients discharged from the acute and community beds.

### *START*

The START service supports the acute sector by offering an 8-8 service to patients 7 days a week. Integration of the OPAT team with START was created in 2019/20 which offers increased flexibility in ensuring essential elements of the service are covered.

Locala Services across North Kirklees - Additional Matron Capacity in-reaching into the acute trust  
A community matron will in-reach CHFT 30 hours per week throughout the winter months, with additional funding to be sought to ensure this continues.

Mid-Yorkshire is supported by redirecting the intermediate care matron when capacity issues are identified. Locala also continues to work with the CCG for additional funding to support ongoing matron interventions.

## Flu Vaccine Uptake

- Drop in sessions held across Locala bases.
- Vaccinations are available within allocated team meetings.
- Publicity across the organisation with reminders sent out to teams on a regular basis.

## Adverse Weather

Prolonged periods of snow and / or icy weather can cause challenges for services due to staff not



being able to get to work and longer travel times for home visiting services. Icy weather can contribute to increased falls for patients resulting in them requiring access to Locala services. Locala has a specific snow plan in place that will be followed when applicable.

Also, all services have individual business continuity plans in place that will be followed by all staff as required.

Locala are part of the Acute Trusts Local Resilience Forums (LRF) Severe weather plan with action cards for A&E Improvement Group member organisations.

Locala also ensures the dissemination of MET Office weather alerts and warnings to the workforce to make staff aware of the weather contributing to an increase in demand or may impact in patients or staffing having difficulty travelling. This is mitigated by the severe weather plans and business continuity plans. These include measures around the following:

- Prioritising urgent activity using risk assessments for home visiting services
- Allow staff to utilise mobile and agile working which includes working from other buildings and bases where possible.
- Locala have a contract with a rental company to use 4x4 vehicles and Local Care Direct have purchased extra 4x4 vehicles. Local authorities have access to their own 4x4 vehicles.
- As a secondary option Local can utilise Kirklees Council who coordinates multiagency 4x4 calls to assist with coordinating 4x4 resource. The hilly landscape in Kirklees can make travel in bad weather more treacherous, especially on untreated roads.
- Gritting Routes are monitored and Locala are informed of gritting routes which is then disseminated to teams so staff can plan their routes

## Escalation

Locala has a robust escalation process in place which ensure any risks are escalated and mitigated against. Each service has their own business continuity plan that is followed as and when required. As an organisation when Locala declares OPEL 3, internal silver command calls will be instigated daily. All Operational Managers will take part and decisions will be made key actions and communicate with their teams.

Senior Managers will be made aware of the situation at the earliest opportunity and the mitigating actions that are being put in place.

If appropriate non-essential activity will be put on hold in order to support critical activity in key services.

Locala has an on-call manager system where there is access to a Senior Manager 24/7 to ensure staff and partners have access to support and information as required. During the winter months on-call managers take part in the required daily calls on a weekend to ensure risks are being managed and escalated as required.

When applicable Locala have the ability to escalate to a system wide approach using silver calls in order to gain support from partner organisations.

### Related plans

Locala Local Service Business Continuity Plans

BREXIT Action plan

