

Board of Directors

28 November 2019

Paper title:	Winter Planning	Agenda item 16
Presented by:	Patrick Scott, Chief Operating Officer	
Prepared by:	James Cooke, Assistant General Manager	

Purpose of the report		
<p>The purpose of the paper is to provide an update on the System Wide Operational Readiness Plan for Winter 2019/20. It outlines Bradford District Care Foundation Trust's (BDCFT) contributions in response to the increasing anticipated demand that severe weather brings, ensuring sufficient planning is in place for the winter period that meets expected demand.</p>	For approval	
	For discussion	
	For information	X

Executive summary
<p>BDCFT plans are based on the principle of the system vision and aim which is to support people to be Happy, Healthy and at Home with the focus on preventing unnecessary hospital attendance and appropriate support in returning them home quickly and safely.</p> <p>This paper outlines how BDCFT will work with key partners to:</p> <ul style="list-style-type: none"> • ensure services and pathways effectively manage demand and keep patients at home; and • where admission is necessary, patients are facilitated to return to usual place of residence as quickly as possible. • ensure that all front facing staff are offered and receive a flu vaccination to prevent the spread of infection and safeguard service users and staff.

Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?	State below 'Yes' or 'No'	If yes please set out what action has been taken to address this in your paper
	No	

Recommendation
<p>The Board of Directors is asked to:</p> <ul style="list-style-type: none"> Acknowledged the progress made on the winter preparedness plans for BDCFT and how the system across Bradford and Airedale will work collaboratively to reduce the impact on service users.

Strategic vision				
Please mark those that apply with an X				
Providing excellent quality services and seamless access	Creating the best place to work	Supporting people to live to their fullest potential	Financial sustainability growth and innovation	Governance and well-led
X		X		

Care Quality Commission domains				
Please mark those that apply with an X				
Safe	Effective	Responsive	Caring	Well Led
X	X	X		

Relationship to the Board Assurance Framework (BAF)	<p>The work contained with this report links to the following strategic risk(s) as identified in the BAF:</p> <ul style="list-style-type: none">
Links to the Corporate Risk Register (CRR)	<p>The work contained with this report links to the following corporate risk(s) as identified in the CRR:</p> <ul style="list-style-type: none">
Compliance and regulatory implications	<p>The following compliance and regulatory implications have been identified as a result of the work outlined in this report:</p> <ul style="list-style-type: none">

Meeting of the Board of Directors

28 November 2019

Winter Planning

1. Purpose

The purpose of the paper is to provide an update on the System Wide Operational Readiness Plan for Winter 2019/20. It outlines Bradford District Care Foundation Trust's (BDCFT) contributions in response to the increasing anticipated demand that severe weather brings, ensuring sufficient planning is in place for the winter period to meet expected demand.

2. Introduction

Winter is a time when the health and care system typically experiences a peak in demand. This is, in part because levels of illnesses such as norovirus and influenza peak. These conditions frequently affect some of the most vulnerable people in our population and contribute to the increased need for health and care services over the winter. This is combined with several bank holidays over the Christmas and New Year period.

BDCFT plans are not written in isolation but are an integral part of our overall system surge and escalation plan which sets out the procedures to manage surges in demand across the Bradford District and Craven health and social care economy all year round. Although there are specific adverse conditions which are likely to occur during the winter period, and services which become more critical to managing demand during this time, the actions outlined in the winter plan may be implemented at other times of the year.

3. Review of winter 2018/19

2018/19 was a mild winter with no extreme weather events. Seasonal flu and Diarrhoea & Vomiting were not above expected levels. However, as in 2017/18, A&E performance at both Airedale NHS Foundation Trust (ANHSFT) and Bradford Teaching Hospital Foundation Trust (BTHFT) continued to be challenging during the winter period.

Bed occupancy was high in both hospitals from November to April, averaging over 95% during the period.

NHS England and NHS Improvement undertook a mini review of winter 2018/19 for the whole of Yorkshire and Humber. Feedback from local winter leads was also collected. In addition, LCD undertook a review of winter 2018/19. Some key findings/system pressures are highlighted below:

Capacity & Demand Management

- The voluntary and community sector (VCS) was commissioned to deliver five schemes – one of which was to provide mental health peer support in A&E to provide a better patient experience and free up clinician time. They delivered 677 sessions at AHFT and 966 sessions at BTHFT during between Nov 2018 and May 2019. 97% of people had a reduction in distress.
- Extra GP sessions were put on at BRI and Eccleshill every Saturday night throughout winter as this is LCD's busiest time. Additional GP capacity was also added across the whole patch (Bradford, Airedale, Craven) to support activity throughout the busy bank holiday weekends.
- Extended access over the Christmas/New Year period was provided through a GP pop clinic in Bradford (at The Ridge) and this was very well utilised.
- The Airedale GP pop up clinic was based at Addingham practice and was under-utilized. This was because patients did not wish to travel to Addingham and activity at the time that Addingham was open was not that high. Therefore, there were insufficient patients to pass through to the clinicians working on site. For 2019/20, this extended access would benefit from being sited in Skipton if possible.

Admission avoidance

- YAS has highlighted that 'work around pathways' are needed, particularly around falls.

Discharge

- Bradford Teaching Hospitals has worked to embed 'Home First' principles through excellent MDT working with community and local authority teams so that the focus is on discharge to assess.
- The 'Red Bag' pathway was introduced to Bradford in February 2018. As of February 2019, 112 care homes have been trained in the Red Bag pathway with 485 Red Bags in circulation. The purpose of the Red Bag pathway is to ensure standardised personal information, belongings and important details travel with residents from care homes into hospital and then back to care homes.

Workforce

- Workforce challenges (capacity issues) were a feature for most organisations this winter and, although agency staff are used across the system, we generally continued to rely on asking our usual workforce to do more.

Communications

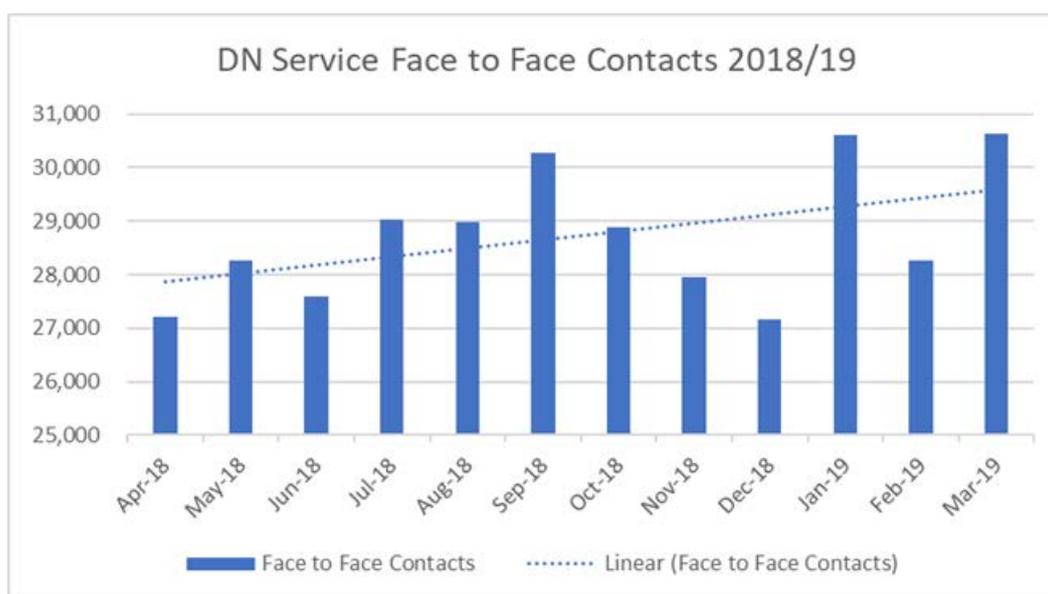
- The national 2018/19 winter communications campaign was 'Help Us Help You': a new overarching brand that brings together all the winter pressures campaigns.
- The VCS was commissioned to deliver health messages in Airedale, Wharfedale & Craven. 48 local grassroots organisations reached 24,756 people using communications on taxis, via mosques, a Bangla community TV channel and newsagents.

System Management

- Locally, the system was under pressure but regular communication to problem solve helped to make it feel under control. However, General practice is a key part of the urgent and emergency care system, and it does not feature as strongly as it might in winter plans and system management.

BDCFT Community Picture

Locally within Bradford District Care Foundation Trust (BDCFT), District Nursing Services experienced an unprecedented number of contacts during the winter months as demonstrated in Table 1.



4. Winter 2019/20

Forecast for winter 2019/20

The Integrated Urgent Care Operational Group (IUCOG) receives a quarterly dashboard covering a range of urgent care indicators. The dashboard projects the performance of the indicator to create a year-end forecast. This is compared to the performance from the previous year to determine whether performance will be better or worse.

- Ambulance calls are forecast to be lower in City, but higher in Districts and AWC.
- A&E attendances are forecast to be higher in City and AWC, but lower in Districts.
- Non-elective admissions are forecast to be higher in City, but lower in Districts and AWC.
- Re-admissions within 30 days are forecast to be lower in all three CCG areas.
- Four hours A&E performance is forecast to be lower at both trusts.

Managing Capacity and Demand

Demand for services is likely to be high again over the 2019/20 winter period with a similar projected profile to the previous winter period. Therefore, the effect on the current capacity within providers is likely to require robust planning and management to ensure that current services are maintained and to address the potential for any problems that may arise in the future period. Detailed below are some of the services linked to BDCFT services.

Managing Demand

Flu Immunisation: Increasing the uptake of flu immunisation for high risk groups and staff is a priority for the system to keep people well, prevent A&E attendances and hospital admissions and ensure the system is not faced with even more pressure from avoidable staff sickness. BDCFT community nurses are providing flu vaccination to house bound patients across the District.

Community Nursing: A range of community services, predominantly provided by Bradford District Care Foundation Trust (BDCFT) provides support to sustain patients within their own homes including:

- District nursing services & community matrons.

During periods of peak demand and /or adverse conditions, priority will be given to End of Life care and time critical administration of medicines e.g. insulin, pain relief, and urgent interventions such as catheterisation. This also includes those living alone and those with vulnerabilities.

Mental Health Care Home Liaison: During working hours, a mental health care home liaison service from BDCFT is provided for older people to support the management of clients within nursing homes and thus avoid hospital admission.

Mental Health Liaison and First Response: A pathway for mental health diversion in A&E.

Multi-Agency Integrated Discharge (MAID) Teams: Working across both acute sites we have MAID teams in place (secondary and community health, social care and VCS organisations working together) to facilitate timely, safe and effective discharge from hospital;

BDCFT local initiatives: The district nursing service have partnered with Bradford District Council's Living Well initiative and Age UK Bradford District for two local events during Self Care week, offering advice on staying well in winter. The associated messages were promoted through an article in the Telegraph and Argus, and through a radio interview with a district nurse on BCB radio.

5. Partnership Working

In preparation for winter 2019/20, key system partners attended a planning workshop on the 16th October 2019. The workshop considered what had worked well in previous years and potential challenges for key providers.

A system wide winter call commenced on the 4th November 2019 This is scheduled weekly and forms a conduit for sharing organisational pressures, and a method for agreeing mutual support with regards to any concerns arising.

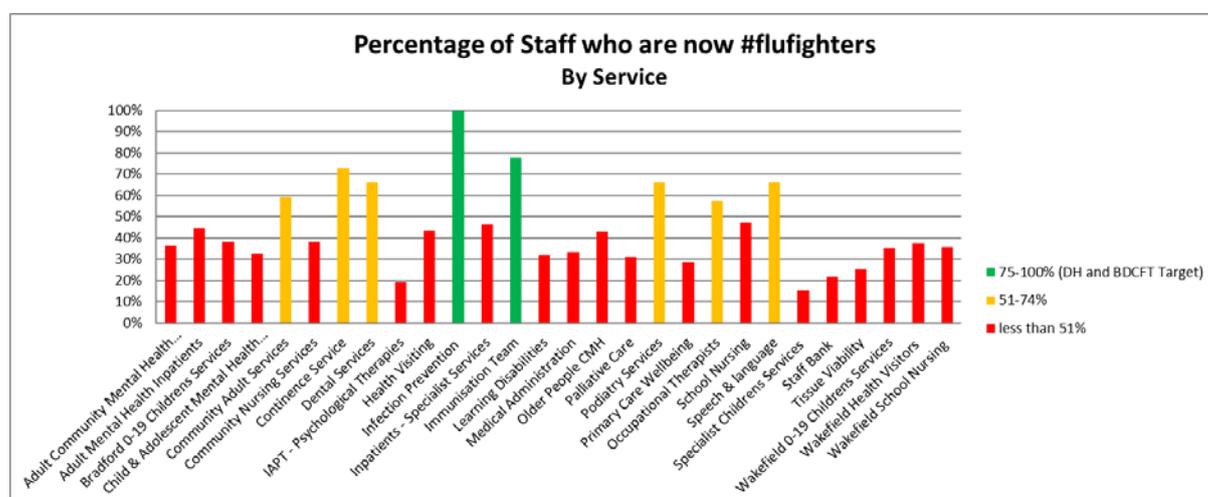
Assistant General Managers represent each care group within these conference calls. In addition, a system wide dashboard is completed on a daily basis that details organisational status with regards to associated capacity and demand.

The Bradford District and Craven Winter Plan 2019/20 has been updated. This is jointly owned by all the partners across the system. The BDCFT Winter Operational Plan has also been updated for 2019 and forms an appendix within the system plan.

6. Flu Vaccination Programme

High rates of flu add to demand pressures, worsen patient flow and can spread infection to staff. In winter 2017/18, flu-related non-elective hospital admissions were over three times higher than the three previous winters.

BDCFT continues to promote flu vaccines uptake within the workforce. Current performance across the workforce as of the 31st October 2019 is detailed in table 2 below.



This year’s influenza campaign has been developed following a review of the previous campaigns. In addition, the team facilitated three focus groups with infection prevention link workers and senior managers. Healthcare workers were also invited to complete a questionnaire reviewing the 2018-19 campaign. This analysis has led to the development of this year’s campaign which includes the below elements:

- Five launch events offering staff the vaccine followed by a piece of homemade cake
- Two Halloween events with staff being offered the vaccine and a Halloween themed cupcake
- Drop in sessions at a Trust sites, health centres and individual’s workplaces
- Staff members offered pre-booked appointments
- Teams being able to book a suitable date and time for the whole team to be vaccinated in the workplace
- Early morning and evening sessions for shift workers
- Sessions at lunchtime

- Attending staff induction to offer the vaccine to all new employees
- Offering the vaccine at staff meetings
- Offering the vaccine at infection prevention training sessions
- The NHS flu video is played at all infection prevention training sessions
- A message on pay slips
- Weekly communications in e-update
- Weekly screen savers with influenza myths and updates on the campaign
- Use of Social media including Facebook and Twitter

James Cooke
Assistant General Manager
19th November 2019