

Board of Directors

8 September 2022

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| Paper title: | Winter Planning | Agenda item 14 |
| Presented by: | Tafadzwa Mugwagwa – Interim Chief Operating Officer | |
| Prepared by: | James Cooke – Assistant General Manager & Kelly Barker – General Manager | |

| Purpose of the report | | |
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| <p>The purpose of the paper is to provide an update on Bradford District Care Foundation Trust’s (BDCFT) preparations for winter 2022, within the overall Bradford District and Craven and West Yorkshire Integrated Care Board (ICB) winter planning approach. The paper shares BDCFT’s initial plans and actions at an early stage in the planning process, with opportunity for feedback from Board members to shape the final winter plan.</p> | For approval | |
| | For discussion | X |
| | For information | |

| Executive summary |
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| <p>During the last year BDCFT has continued to work in partnership across the system to address fluctuations in demand associated with the COVID pandemic and winter ‘presentations’. BDCFT’s winter plans are made in the context of the Bradford District and Craven health and care winter plan. The Bradford District and Craven health and care winter plan 2022 has yet to be developed but will be formed from the multi-agency surge and escalation plan and will follow the approach determined by the West Yorkshire ICB.</p> <p>BDCFT’s winter planning approach builds on learning from previous winter periods, particularly the combination of COVID-19 and seasonal demands during the winters of 2020 and 2021. BDCFT’s plans will ensure that:</p> <ul style="list-style-type: none"> • services and pathways effectively manage demand and maintain patients at home; • where admission is necessary, patients are facilitated to return to usual place of residence as quickly as possible; • all front facing staff are offered and receive influenza and COVID-19 vaccination/s to prevent the spread of infection and safeguard service users and staff. <p>The paper outlines actions being taken ahead of winter 2022 to mitigate surges in demand. Management and escalation of operational pressures and challenges is via robust and</p> |

responsive daily lean management and incident command arrangements within BDCFT which feed into the Bradford District and Craven surge and escalation group.

Non-recurrent winter funding is expected to be allocated to systems. BDCFT and partners are preparing proposals that will be considered by the Bradford District and Craven Urgent and Emergency Care Strategic Oversight Group in mid-September. BDCFT's proposals include:

- expansion of Long COVID support for staff, until 31 March 2023;
- a Digital Care Hub pilot aimed at providing remote services to patients, thereby reducing the requirement for face-to-face visits;
- enhanced staffing in the first response service and intensive home treatment team to manage demand;
- enhancing the Community Companions volunteer befriending service by employing a Project Coordinator and Community Link Worker, increasing referral capacity;
- extension of the mental health bed management service to provide cover up to midnight. 7 days per week (currently provided until 5pm);

The Bradford District and Craven health and care winter plan is expected to be developed during September and October. Further updates will be provided to Board as plans progress and resources are confirmed.

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| 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 |
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| <p>The Board of Directors is asked to:</p> <ul style="list-style-type: none"> • note the system wide approach to winter planning; • acknowledge the challenges and associated responses to winter pressures; • provide feedback on BDCFT's initial 2022 winter plan; • receive further updates as system wide winter planning progresses. |

| Strategic vision | | | | |
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| 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 | x | x | x |

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

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| Relationship to the Board Assurance Framework (BAF) | The work contained with this report links to all the strategic objectives and associated BAF risks. |
| Links to the Organisational High Risk Register | <p>The work contained with this report links to several of the organisational high risks including:</p> <ul style="list-style-type: none"> • 2509: Community nursing services demand exceeding capacity • 2535: Staff wellbeing – 0-19 children’s services • 2609: Organisational risks associated with out of area bed use (finance, performance and quality) • 2610: Core Children and Adolescent Mental Health Service waiting list |
| Compliance and regulatory implications | There are no compliance and regulatory implications identified as a result of the work outlined in this report. |