

A background image showing several hands of different skin tones stacked together in a circle, symbolizing teamwork and support. The image is in a light, desaturated blue tone.

# Urgent and Emergency Care Programme

## Preparing for Winter 2019/20

Hampshire Health and Wellbeing Board  
12 December 2019

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# Introduction

**This paper sets out the approach being taken by all statutory agencies across the Hampshire and Isle of Wight geography to prepare for winter 2019/20.**

**Each of the four Integrated Care Partnerships (Portsmouth and South East Hampshire; Southampton and South West Hampshire; North and Mid Hampshire; Isle of Wight) have worked collaboratively to assess the key risks and challenges at both a local and Hampshire-wide level, and have used a multi-system approach to learning from and adopting best practice across the geography.**

**At a collective level the plan focuses on:**

- **Key messages from last year**
- **Our Primary Risks**
- **Multi-system co-ordination and tactical response to winter surveillance and surges in demand**
- **Our preparations to manage workforce challenges**
- **Initiatives that will support patient flow challenges across the Hampshire and Isle of Wight geography**

**A summary of each local ICP plan is included and sets out key initiatives to manage increased demands for:**

- **Acute Care**
- **Community Health and Social Care**
- **Mental Health**
- **Primary Care**
- **Ambulance Services**

# Key messages from 2018/19

## 1. Planning:

- a) Start early and year long
- b) Consistent approach to demand and capacity modelling
- c) Hampshire and Isle of Wight oversight and sharing of best practice

## 2. Surge and Escalation

- a) Single on-call system
- b) Collaborative SHREWD and Early warning indicators
- c) Greater clarity of roles: Hampshire and Isle of Wight versus regional team

## 3. Additional capacity:

- a) Even more community/intermediate care
- b) Greater focus on attendance/admission avoidance
- c) Greater focus on continuing healthcare
- d) Manage elective care throughout the year

## 4. Inter-system collaboration:

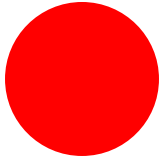
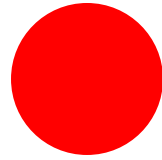
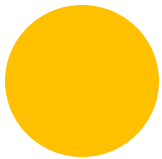
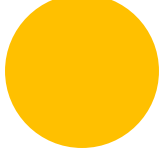

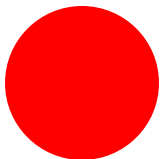
- a) Joint planning between local systems and acute providers (surge; workforce; staff flu immunisation)
- b) Joint public communication plan

## 5. Transformation

- a) Integrated Urgent Care (Improving access to the right service via NHS 111)



# Primary Risks 2019/20

RISK	IMPACT	PLANS	Current level
Workforce resilience	<ul style="list-style-type: none"> <li>• Under-capacity patient services</li> <li>• Increase sickness absence</li> <li>• Inappropriate and/or poor quality care</li> </ul>	Staff Flu immunisation programme Local workforce risk mitigation plans	
Insufficient out of hospital capacity and poor flow	<ul style="list-style-type: none"> <li>• Delayed transfers of care</li> <li>• Avoidable A&amp;E attendances</li> <li>• Ambulance handover delays</li> </ul>	Planned additional social care capacity Increase in urgent primary care capacity Enhanced integrated urgent care (NHS 111)	
Flu and norovirus outbreaks	<ul style="list-style-type: none"> <li>• Reduction in available acute/ community beds/ service provision</li> <li>• Increase in acuity</li> <li>• Reduction in workforce</li> </ul>	Refreshed flu plans Staff immunisation Respiratory illness initiative	
Sub-optimal response to system escalation	<ul style="list-style-type: none"> <li>• Reduced ability for systems to de-escalate</li> <li>• Overly reactive response</li> <li>• Poor decision-making</li> </ul>	Multiple System Escalation Plan refresh Winter scenario planning ongoing SHREWD and early warning indicators	
Severe weather	<ul style="list-style-type: none"> <li>• Increase in acute demand</li> <li>• Transport in the community is compromised</li> <li>• Reduction in workforce</li> </ul>	Severe Weather Plans Refresh Business Continuity Plans Local Health Resilience 4x4	
Ambulance handover delays	<ul style="list-style-type: none"> <li>• Compromised patient safety</li> <li>• Poor emergency response</li> <li>• Unacceptable downtime</li> </ul>	Full Hospital protocols Ambulance and Hospital Handover Procedure	

# Hampshire and Isle of Wight system tactical response

- ✓ Peer review and sharing of best practice
- ✓ Refresh of local surge and escalation plans and multiple-system response
- ✓ Monitoring of Early Warning Indicators and multi-system surveillance
- ✓ MiDoS : My Directory of Service commenced 1<sup>st</sup> October (*this is a mobile app that helps professionals locate the most appropriate local service to meet their service user's need*):
- ✓ Creation of multiple-system Winter Control Centre and 'response team'
- ✓ Hampshire and the Isle of Wight on-call system
- ✓ Appointment of a 'Winter Director'

# Workforce

## Risks

- ❖ Medical staffing in A&E
- ❖ Nursing vacancies
- ❖ Resilience of staffing in Care and Nursing Homes
- ❖ Availability of domiciliary care through Christmas and New Year
- ❖ Resilience of primary care workforce

## Plan

- ✓ Additional locum medical staff and consultant staff working additional hours
- ✓ Flexible working initiatives
- ✓ Additional bank and agency staff
- ✓ Staff flu immunisation programme
- ✓ Multi-disciplinary approach to workforce planning
- ✓ Arrangements in place to maximise availability of services through the critical Christmas and New Year period.



# Supporting patient flow through winter

## **Communicating with Patients and the Public:**

System wide communications campaign with single messaging, covering (but not limited to): Radio advertising; Social media; Newspaper and magazines; Posters and leaflets; School bag drops; Bus shelters; community centres; lift lobbies.

**Frailty Pathways:** This pathway means that patients can be assessed, treated and supported by skilled multidisciplinary teams delivering comprehensive geriatric assessments in A&E and acute receiving units

**NHS 111:** Hampshire and the Isle of Wight CCGs have been collaborating with primary care and the South Central Ambulance Service to improve the integrated urgent care pathway services including NHS 111 online

**Influenza Campaign:** Ensuring that our influenza immunisation plans achieve high coverage of 'at risk' groups and our staff is a primary goal, alongside the early identification of those suffering from norovirus or flu when they come into contact with hospital services.

**Handovers between Ambulance and Hospital:** The development of site-specific plans for each integrated care partnership so that the focus is the cause of delays rather than the symptoms. A protocol that sets out the actions and responsibilities to support clinical teams and avoid ambulance handover delays

**Same Day Emergency Care Access:** SDEC model in place at all 4 acute sites to enable patients to access same day acute ambulatory care. Currently achieving over 30% of admissions discharged on the day of attendance.

**Mental Health:** Mental Approximately £3 million has been allocated to Hampshire and Isle of Wight to improve crisis mental health services in 2019/20-2020/21 including management of individuals who present in crisis at A&E departments. Over the next 5 year we will be monitoring capacity and demand to ensure adequate investment in the Crisis Resolution and Home Treatment Teams (CRHTT)

**Integration of Primary and Community Care:** Additional investment in primary care has enabled the availability of services throughout the 24 hour period over Christmas and New Year. By integrating local community nursing, therapists and social care teams with primary care we will enable more people to be cared for at home, thus avoiding admission to hospital when appropriate.

**Additional Community Care Capacity:** All service sectors are preparing to introduce additional care capacity including improving the availability of care and nursing home beds, and domiciliary services. In addition all local systems have plans in place to enhance support to local authority and independent sector care and nursing homes.



# Isle of Wight Winter Plan Summary

## Main issues and risks for 2019/20

1. Workforce vacancies across key staff groups and service areas in all sectors.
2. Increasing capacity gap in the elective care programme
3. Delaying or providing less effective care by managing patients in the wrong settings due to not sufficient capacity in the right areas to meet expected demand
4. The independent sector care market (particularly domiciliary care) is unable to maintain demand levels to support system flow
5. Assurance required to ensure best practice and pathway processes are embedded
6. Infection control and flu outbreaks

## Key Schemes

Acute Services	Elective Care Programme Operational efficiency plan to reduce length of stay UTC in place from November	Additional support to hospital discharge administration Increase in hospital social work team Implementation of Health and Care Plan schemes
Community Health and Social Care	10 additional residential home beds Voluntary sector winter support programme Increase in 'bridging' Domiciliary care	Increase in weekend brokerage Increase in weekend reablement capacity Implementation of Health and Care plan schemes
Mental Health	Increase operational hours of safe haven Children's safe haven (Place 4U) Pilot Mental Health Strategic Partner in place	Well-being service for secondary tier commenced May 2019
Primary Care	GP led streaming in Urgent Treatment Centres	Urgent primary care capacity
Ambulance services	Isle of Wight Trust working with South Central Ambulance as a strategic partner to improve performance	

# North and Mid Hampshire Winter Plan Summary

## Main issues and risks for 2019/20

1. Increase in Emergency Care Demand and Higher System Pressure compared to 2018/19
2. Financial Challenges resulting in limited additional capacity over Winter
3. Workforce shortages across the system (including bank and agency availability over holiday dates)
4. Challenges within discharge pathways into community and primary care reducing Bed Flow through hospital
5. Impact of influenza in both patients and workforce (including influenza vaccination uptake)
6. Impact of Severe weather (Rain/Snow) on system and system flow
7. Infection Control Outbreaks (Hospital, Community, Care Homes)
8. Maintaining good system working through period of high pressure

## Key Schemes

Key Schemes		
Acute Services	7 Day Discharge Drive Operational efficiency plan to reduce length of stay Improve Discharges to Care/Nursing Homes	System Action Weeks to support discharge from acute care Same Day Emergency Care Rollout
Community Health and Social Care	Enhanced Nursing Home Support Increase Care Package availability Integrated In reach Services	Rapid community care support (admission avoidance) <i>Considering</i> Discharge team budget to support discharge (keys cut, handyman)
Mental Health	Embedded teams within the ED Departments CAMHS Liaison Service	<i>Considering</i> Scheme to support high system attenders who do not meet Specialist Criteria
Urgent Primary Care	GP Streaming Capacity Improvements (Basingstoke) GP Admissions Line Developments	Same day access x 2 hubs (North Hampshire) (2020) Transforming Emergency Care Project (including Acute)
Ambulance services	Extended Direct Admission Pathways (not via ED)	MiDoS

# Portsmouth and South East Hampshire Winter Plan Summary

## Main issues and risks for 2019/20

1. Managing patient flow through periods of surges in demand
2. Ambulance handover delays
3. High numbers of medically fit patients from Hampshire
4. Workforce shortages across the system particularly over holiday periods
5. Impact of reduced patient flow on elective care
6. Infection control outbreaks
7. Maintaining effective relationships across all providers during times of increased pressure

Key Schemes		
Acute Services	Elective Care capacity plan Hampshire Care Assessor on site Additional integrated intermediate care resource on site with therapy champion team	Primary care redirection service in the Emergency Department Increase utilisation of same day emergency/ambulatory care
Community Health and Social Care	Significant additional capacity commissioned in risk share arrangement Hampshire system discharge coordinator & case management Additional Southern intermediate care rapid response capacity Red Cross Welcome home scheme Respiratory admission avoidance programme High Intensity Users Programme (Humanising Healthcare)	Frailty redesign programme Community escalation (step down) beds Technicians Rapid Adaptations Service Portsmouth winter capacity plan
Mental Health	Mental health liaison service in place 24 hours a day in ED	Child and Adolescent Mental Health Liaison service
Primary Care	Additional urgent primary care capacity Urgent Care Charter Redirection project fro ED to primary care	Clinical Assessment Service of Cat 3&4 ambulance and Emergency Department dispositions from 111 Development of Urgent Treatment Centres
Ambulance services	Ambulance and acute hospital handover plan Ambulance social worker scheme Specialist MDT community response service for Gosport and Havant Conveyance pathways for Urgent Treatment Centres/Minor Injuries Units /Ambulatory Emergency Care	Welfare checks for those patients waiting for an ambulance during high pressure MiDoS

# Southampton and South West Hampshire Winter Plan Summary

## Main issues and risks for 2019/20

1. Increased demand in Emergency Care demand across the system
2. Workforce vacancies across the system
3. Capacity and flow through community and independent sector care market
4. Availability of mental health beds
5. Repatriation of patients from UHS, impacting on flow
6. Infection control and flu outbreaks

## Key Schemes

Acute Services	<p>3 additional hyper acute beds opened in January 2019 to support the MT service. Outlier plan for 35 beds across the adult divisions to support medicine. A further 35 flex beds in Day unit spaces will be available but dependent upon staffing. ED capacity is improved for paediatric patients following the co-location of the Paediatric Assessment Unit in September 2019. Reduction in failed discharges New resus will open in December and releases space to manage flow in Emergency Department (ED) majors.</p>	<p>Same Day Emergency Care improvements (6 additional trollies and additional consultant staffing). Planned operational efficiencies ongoing to reduce length of stay and internal flow. Hampshire social care plan to improve social worker support to discharge SAFER Increase Home For Lunch</p>
Community Health and Social Care	<p>System focus on three discharge pathways Additional capacity in social care Increased reablement capacity Community in-reach to UHS for Pathway 2 Very High Intensity Users (VHIU) programme focus on top 200 frequent users</p>	<p>Focus support to Nursing homes to avoid admissions Increase in trusted assessors Reduce CHC Fastrack ratification to no more than 1 Day turnaround Increase capacity of frailty support team</p>
Mental Health	<p>Implement divisional bed model to release capacity and reduce out of area bed use Local mental health teams strengthened to manage flow Increased staffing to support psychiatric liaison</p>	<p>Children and young people access in ED (exploring provision of a paediatric psychiatric liaison) Move Southampton crisis lounge to a more accessible location in the community</p>
Primary Care	<p>Primary Care and Extended Access Plan Enhanced Health in Care Homes implementation Acute Visiting Service</p>	<p>Primary Care Out Of Hours Plan (Partnering Health Ltd) Local Clinical Assessment Service</p>
Ambulance services	<p>Extend Direct Admission Pathways (not via ED) Mental Health desk in 111 Conveyance pathways for Ambulatory Emergency Care and Urgent Treatment Centre</p>	<p>Demand practitioner supporting Very High Intensity Users programme Social worker and falls practitioner based in call centre for admission avoidance</p>