

Hampshire Health Scrutiny Panel – Winter Pressures, Covid-19 & Strategy Update

1. Winter Planning

Considerable planning has gone into preparing for this winter particularly given that a second wave of Covid-19 infection was forecast. The Trust's Planning Cell is constantly reviewing the changing situation and adapting our planning information as appropriate.

1.1 111 First and urgent care:

In the summer all trusts were asked to collaborate with primary care partners to deliver 111 First in December 2020. This encourages the public to contact 111 via phone or online before they access services. Anyone needing to attend ED will be booked a time-slot.

The Frimley Health system went live with 111 First on 24 November (Phase 1) with direct booking into the ED at FPH and WPH for adults from 10am to 8pm daily. Access to the following Same Day Emergency Care (SDEC) services are available through 111 First (after virtual assessment by a qualified clinician):

- Medical Ambulatory Care
- Surgical Ambulatory Care
- Gynaecology / Early Pregnancy Unit

Subsequent phases (January and April 2021) will introduce further innovation. Work is underway across the Trust to upgrade and install necessary IT systems; create suitable SDEC space, including vascular and early pregnancy units; and install 111 First multi-media booths in ED triage areas. This will reduce admission and attendances and the pressure on beds.

1.2 Flu vaccination

Take up of the free flu vaccine for staff has been ahead of previous years (72% to date). In fact the first batch of vaccines delivered to us ran out before we received our second delivery

2. Covid-19 Update

The Trust has always had robust plans for a second wave of Covid-19 infection and modelling had shown that this was likely to occur over the winter.

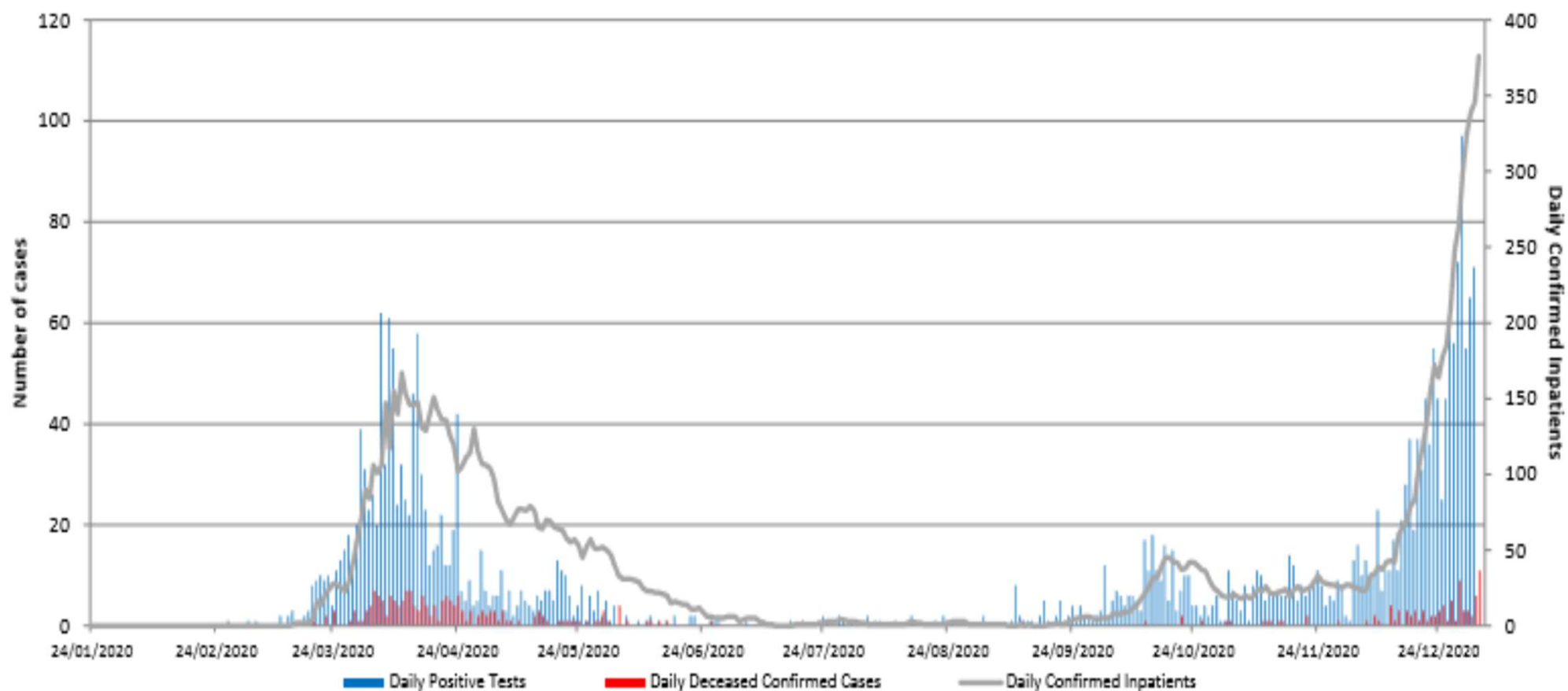
However, the emergence of the new and more infectious strain of the Covid-19 virus in late 2020 led to a very rapid rise in Covid-19 cases admitted to hospital within FHFT in late December. This was particularly marked on the Frimley Park site. This rapid increase in cases has tested our surge plans and they are currently proving to be robust in the face of this challenge.

We have seen high levels of Covid-19 infection within our local communities particularly in Slough and now in Rushmoor where we have seen a very rapid rise in infection rates.

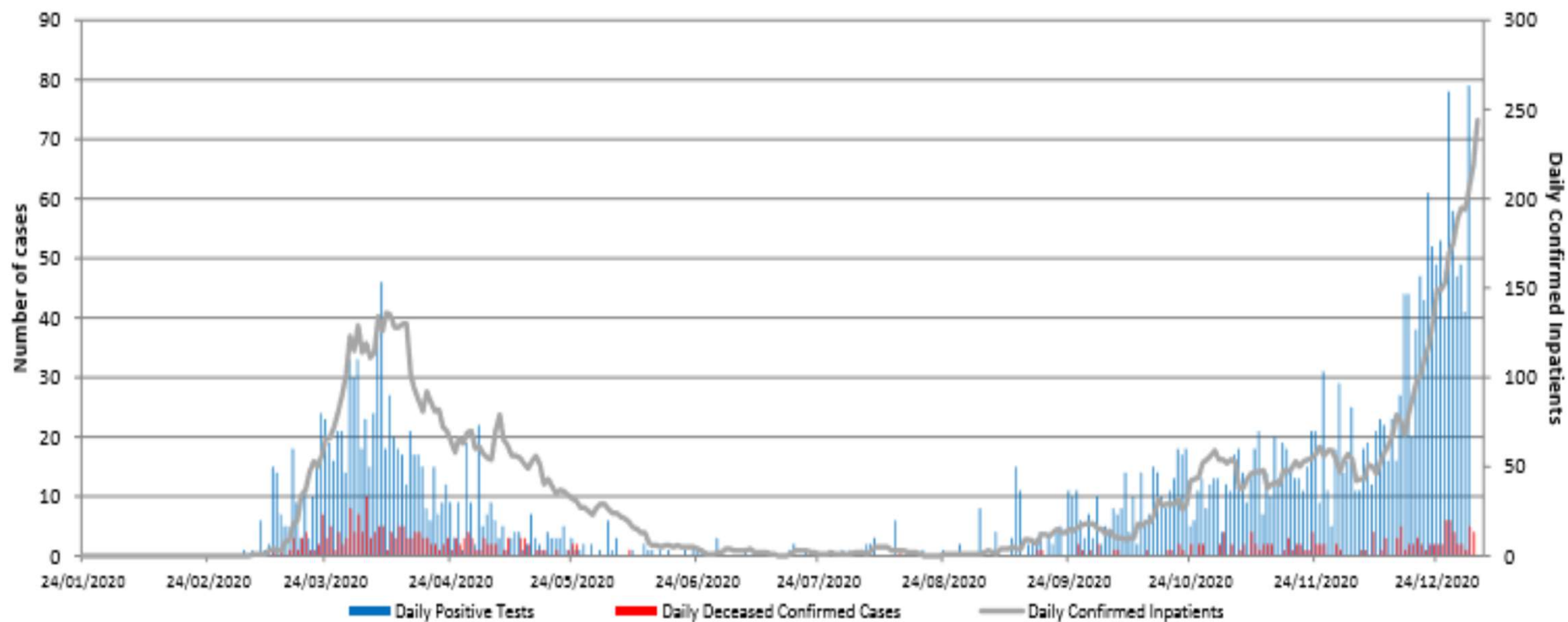
These pressures are continuing and have led to significant strain on both of the Trust acute sites, particularly as we have experienced increased levels of staff absence due to Covid-19 infection and the need to self-isolate following Covid-19 contact.

As of Wednesday 6th January the Trust was treating 612 Covid-19 positive inpatients and had discharged 2,058 patients who had been treated for Covid-19 infection

FPH: Daily Positive Tests & Admitted COVID-19



WPH: Daily Positive Tests & Admitted COVID-19



The Trusts Planning Cell has been analysing the Covid data and helping to inform our teams as to what preparations were needed for the most recent surge. This advance information has helped to ensure that we have as much accurate information as possible to make informed decisions. We have prepared for the worst and we have implemented our surge plans effectively. This has included significantly expanding our Covid bed capacity by utilising elective and theatre space, significantly increasing our critical care capacity, expanding community provision of services, postponing all but the most urgent elective and diagnostic procedures and providing alternative pathways and services to keep our patients safe

Extensive planning has helped the Trust at a time when both acute sites have seen their Covid-19 occupancy levels exceed those in the first wave. Frimley Park Hospital has occupancy levels running at more than twice the level seen in the first wave.

Critical Care is under significant pressure on both acute sites – with both units running at double their normal capacity.

We have also seen extreme demand for Non-Invasive Ventilation (NIV) with both of our units running at over three times their normal capacity.

As in wave 1, this has impacted on our ability to deliver our normal services with our planned surgical and outpatient activity significantly reduced as we have had to redeploy staff to safely look after our emergency inpatients.

However, we do have a much improved testing system for both patients and staff compared to Wave 1

We have rolled out self-testing kits to over 9,000 staff who can now test themselves for Covid-19 infection, at home, twice per week

We are also able to test emergency patients on admission using Point of Care Covid-19 tests which are capable of giving a result in under two hours.

As an additional measure we currently test all Covid negative inpatients on Day 3 and Day 6 of admission for Covid-19 infection as this wave has seen a significant number of patients presenting without Covid-19 symptoms at admission who go on to develop Covid-19 infection several days into admission

2.1 Covid-19 - Vaccination

Vaccination provides the 'light at the end of the tunnel' for the Covid-19 pandemic and the opportunity for our communities to return to normality with reduced restrictions and risk of infection

We have hosted a vaccination hub at our Wexham Park Hospital site since the Pfizer vaccine was licenced in the UK.

The hub has so far administered 6,795 doses of vaccine to elderly patients, care home and social care workers and health care staff.

We are also planning to receive the Astra Zeneca 'Oxford' vaccine and plans are in place for an additional vaccination hub at Frimley Park Hospital if required.

3. FHFT Strategy Update Summary

Our 5-year organisational strategy, *Our future FHFT*, was published in October 2019 giving the organisation time to build and develop our detailed plans aligned to our vision and our six strategic ambitions.

Work on the detailed plans was due to be completed in the last quarter of 2019-20 and the strategy implemented from April 1st 2020. However, elements of implementation were delayed as a result of the necessary response to the Covid-19 pandemic.

Despite the challenges we were able to implement key parts of our strategy and some were even accelerated ahead of schedule as a result of need. We have since reviewed our strategy and incorporated learnings from our Covid-19 response. Our strategy was always designed to be flexible and this has proved to be effective following our review over the summer. Our refreshed strategy will allow us to deliver our vision and our 5-year plan.



Vision

To be a leader in health and wellbeing, delivering exceptional services for our local communities

Our vision and values continue to guide everything we do as an organisation and they underpin the behaviours of each of the individuals within it. Our vision and values have also served to guide the development of our strategy and our 6 strategic ambitions that form the framework for our 5-year strategy. Our 6 strategic ambitions are:



Our strategic ambitions provide a clear framework for the organisation to work to in order to deliver the highest quality health and care services.

Each strategic ambition has a clear 5-year objective, all of which have been developed to drive our strategy forward and our most recent strategy refresh outlines how we will embed the implementation process to ensure delivery across the organisation.

Our ambitious 5-year objectives can be seen in the following slide.

Committed to excellence

Working together

Facing the future



Frimley Health
NHS Foundation Trust

5-Year Objectives:

 Improving quality for patients

 Supporting our people

 Collaborating with our partners

 Transforming our services

 Making our money work

 Advancing our digital capability

Chief Executive Officer

Director of Nursing

Director of People

Medical Director

Chief Operating Officer

Director of Finance

Director of Transformation, Innovation & digital Services

To be in the top 10 Trusts in the country for safety and patient experience

To be in the top 10 best Trusts to work for in the NHS

To reduce the need for hospital-based care by working collaboratively with our partners

To provide consistently excellent care as 'One Frimley Health'

To be in the top 10 Trusts in the country for efficiency

To be one of the top 10 digitally advanced Trusts in the country

FHFT in 2025



Our 5-year objectives provide our long-term direction for each of our strategic ambitions, these are underpinned by detailed priorities for year 1 and 2 of this 5-year period. These priorities are well-defined, SMART objectives with clearly defined metrics, targets and milestones.

Some of the key objectives for the coming 18 months include:

- Improving Quality - Implementation of a Continuous Quality Improvement Programme helping to deliver key quality improvements such as a 40% reduction in falls, a 25% reduction in Serious Incidents (SIs) relating to deteriorating patients, upper quartile performance for infection control.
- Supporting our People – Implementation of the NHS National People Plan, Delivery of psychological support, wellbeing and resilience training and provision for our teams as well as a focus on inclusion and diversity, effective talent management and succession planning alongside innovative approaches to retention and recruitment.
- Collaborating with our Partners – Urgent and Emergency Care, Planned Care and Community Care Programmes, Elective pathway re-design and recovery plans, implementation of NHS 111-First, development of our Same Day Emergency Care (SDEC) models and of course the further development of our pro-active community services, Hospital at Home and Frailty services
- Transforming our Services – Continued development of our operating model for our Heatherwood Elective Centre development, site configuration to meet future demands, the transformation of outpatient services; including clinical triage and virtual appointments, clinical prioritisation of workload and the development of effective green pathways.
- Making our Money Work – Implementation of our finance and commercial strategy including the diversification of income streams such as Private Patients and Research and Development, delivery of our Cost Improvement Programme (CIPs) and the development of commercial partnerships.
- Advancing our Digital Capability – Implementation of our digital strategy including the key programmes of work such as our Electronic Patient Record (EPR) system provided by Epic, modernisation of our IT infrastructure, the development of AI technology for diagnostics and robotic surgery

4. Partnership Working

‘Collaborating with Our Partners’ is a core strategic ambition and FHFT continues to work with partners across our ICS, and beyond, in order to deliver integrated, seamless care delivered closer to home. A clear example of this work is the successful bid by FHFT to provide community services across North East Hampshire, Farnham and Surrey Heath CCG areas in partnership with Virgin Care. The contracts, which will run from 1 April 2020 to March 2025, will strengthen collaboration with existing local health and care partners within the Frimley Health and Care ICS. Social care, mental health services and GPs, part of the newly formed Primary Care Networks and existing local GP Federations, will be working closer together to deliver the right care at the right time and in the right place.

5. Governance

Our governance structure has been established to ensure that there is alignment and clarity within the organisation to manage the complexity in order to focus on delivery. A key element of our governance is that it flows throughout the organisation with vision and direction provided from the top, coupled with meaningful and impactful operational input from the directorates, teams and individuals within the Trust.

6. Strategy and Business Planning

Our strategy provides the framework and context for our detailed business plans. As expected, we will continue to review our strategy and ensure that it aligns and supports our operational priorities as well as our longer-term objectives. Strategy development and business planning is a cycle that is continually built upon and improved to achieve more accurate forecasts and plans year on year.

7. Communication and Engagement

Successful delivery of our strategy and our strategic objectives will be through all levels of our organisation. It is imperative that our 9,000 people understand how they, as individuals, contribute to the strategy. How their day to day actions supports FHFT in achieving our ambitious objectives and, ultimately, delivers our vision to be a leader in health and wellbeing, delivering exceptional services for our local communities. Beyond our organisation, our plan is designed to engage our partners, our patients and communities; not only to make them aware of our strategy but to ensure they play an active part in shaping it and, where relevant, supporting FHFT to deliver key elements of our strategy.