

# Governing Body

# REPORT

<b>Subject</b>	Bedfordshire Whole System Winter Planning briefing
<b>Date</b>	2 <sup>nd</sup> November 2017
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### Executive Summary

In response to requirements of NHSE and Public Health England’s ‘Cold Weather Plan for England’ the Bedfordshire system has developed a winter plan which outlines schemes that are being implemented across the Bedfordshire Health and Social Care system to ensure that appropriate arrangements are in place to provide high quality and responsive services not just for the 2017/18 winter period but for future years.

These programmes of work collectively aim to meet the national requirements of reducing delayed transfers of care, Primary Care Streaming, reducing variation in best practice and reducing A&E attendances.

Performance against each project / programme is monitored closely through the comprehensive governance systems in place across the Bedfordshire Health and Social Care system as outlined within the attached

This briefing outlines said governance structures and systems that have been put in place to support delivery of the winter plan along with supporting the system in times of surge and pressure.

### Recommendation

To note the plans and governance structures that Bedfordshire CCG has implemented to support a whole system response to winter pressures

### Links to the business and risks

#### Relevant Strategic Objectives 2017/18 (please mark in bold)

We will commission high quality, safe and sustainable models of care that deliver effective clinical outcomes and patient experience using evidence based decisions and best practice.

We will ensure that there is a financially sustainable and affordable healthcare system in Bedfordshire.

We will lead, engage and operate as an effective place based and STP wide system partner to achieve greater integration of care delivery.

We will support local people and stakeholders to have an influence on services we commission to ensure our decisions are informed and shaped by local views and insights.

We will operate and manage our Governing Body to the highest standards of accountability and transparency.

<b>Links to Board Assurance Framework / Corporate Risk Register</b>	Bedford Hospital A&E Delivery Board
<b>Details of additional risks associated with this paper (may include NHS England Assurance Framework / NHS Constitution)</b>	N/A
<b>Financial Implications / impact</b>	N/A
<b>Legal Implications / impact</b>	N/A
<b>Partnership work / public engagement implications / impact</b>	Delivery of the Bedfordshire Whole System Winter Plan requires full participation by all Health and Social Care partners Winter pressures response requires full participation of Bedfordshire Health and Social Care system along with NHS England Winter Room support when required.
<b>Committees / groups where this has been discussed before</b>	The governance structure, plans and winter plan have been implemented in partnership with the Bedfordshire Health and Social Care system
<b>Other options available and their pros and cons</b>	N/A
<b>Background papers</b>	Bedfordshire Whole System Winter Plan 2017/18 Bedford Hospital A&E Delivery Board Operational Plan Bedfordshire Integrated Operational Dashboard Bedfordshire Operational Escalation Pressure Levels framework

AGENDA ITEM 13.0

# Bedfordshire Whole System Winter Planning – 2017/18 Briefing

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**Date:** 2<sup>nd</sup> November 2017

## Introduction

Bedfordshire Clinical Commissioning Group (BCCG) works closely with all system partners to ensure good patient flow from the time a patient enters the health system, through their recovery to discharge.

The CCG coordinates the Bedfordshire systems response to demand surge including ownership of the A&E Delivery Board's Operational Plan and the system wide capacity escalation framework. This includes informing and providing system partners and NHSE with updates around the implementation of priorities and responses to demand when required.

## Governance

To support service delivery, patient care and performance during winter, Bedfordshire CCG has established a director led governance structure which comprises of:

- A&E Delivery Board - Fortnightly
- A&E Delivery Board Operational Group – Monthly + adhoc
- Unplanned Care Team meeting – Weekly
- BCCG Directors meeting – Weekly
- A&E Senior Leads meeting – Monthly

### **A&E Delivery Board**

For the winter period the Board will meet fortnightly to focus on the delivery of the winter plan along with providing an executive response to system winter pressures.

### **A&E Delivery Board Operational Group**

This group will continue to support the delivery of the national Urgent and Emergency Care priorities as well as the winter plan. The group is responsible for monitoring and escalating performance issues to the A&E Delivery Board. The group meets monthly however it will respond to adhoc requests from the Delivery Board.

### **Unplanned Care Team Meetings**

Weekly Friday meetings of the Unplanned Care team have been implemented for the winter period. The remit of these meetings is to review the week's whole system performance and response to winter surge / pressures. The group identifies what has worked well and what has not, along with identifying issues, the response to those issues and the risks for the week going forward. The group provides a synopsis of its findings to the weekly BCCG Directors meeting.

### **BCCG Directors Meeting**

Weekly Monday Directors meetings comprising of BCCG Directors have been implemented for the winter period. This group reviews identified issues, surges, pressures and risks identified throughout the previous week and provides an executive response to mitigate.

## **A&E Senior Leads Meeting**

A monthly A&E Senior Leads meetings has been established to respond to winter surge and pressure. The membership for this meeting is:

- Sarah Thompson – Accountable Officer, BCCG
- Caroline Kurzeja - Director of Strategy & Transformation, BCCG
- Stephen Conroy – Chief Executive, Bedford Hospital
- Karen Ward – Chief Operating Officer, Bedford Hospital

## **Winter Plan**

Last winter was a challenging period for the NHS. There are various factors driving this, in particular that there is an increase in the proportion of older people attending A&E and in the proportion of people who need to be admitted to a hospital bed as an emergency.

Increasing numbers of patients with severe illnesses and complex health conditions are one of the key factors behind rising pressures, especially on A&E departments.

With this in mind NHSE and NHSI have mandated that local systems ensure their winter plans meet specific priorities as well as ensuring preparedness to meet the expected increase in demand on the health and social care system over the winter months.

The Bedfordshire system has developed a winter plan that provides a response to these requirements and to the requirements of NHSE and Public Health England's 'Cold Weather Plan for England'.

The plan sets out programmes that are being implemented across the Bedfordshire Health and Social Care system to ensure that appropriate arrangements are in place to provide high quality and responsive services not just for the 2017/18 winter period but for future years.

The CCG coordinates the Bedfordshire systems response to demand surge including ownership of the A&E Delivery Board's Operational Plan and the system wide capacity escalation framework. This includes informing and providing system partners and NHSE with updates around the implementation of priorities and responses to demand when required.

## **Monitoring and Reporting**

### **Bedford Hospital A&E Delivery Board Operational Plan**

Bedford Hospital A&E Delivery Board has an Operational Plan in place which reflects national STP reporting along with performance against winter plans. This dashboard is used to monitor delivery of the Bedfordshire Systems Winter Plan along with delivery against NHS England's Urgent and Emergency Care Delivery Plan. This dashboard is updated and monitored monthly through the A&E Delivery Boards Operational Group and reported on to the A&E Delivery Board and NHS England.

### **Integrated Operational Dashboard**

To support capacity and winter pressures an Integrated Operational Dashboard is being implement from 1<sup>st</sup> November. The dashboard is a web-based system that will enable partner organisations to share capacity and performance data, enabling the system to identify and react to pressure areas. It will be updated twice daily thus providing a more timely and accurate picture of the Bedfordshire system along with feeding into the OPEL framework and reporting.

## **Capacity Trackers**

New capacity trackers for Bedford Hospital and Essex Partnership University Trust are being developed and will go live from 1<sup>st</sup> November. These trackers will be live documents and will support executive and NHSE reporting. Daily trend analysis of patient flow will be undertaken to support, identify and respond to capacity pressures within the Bedfordshire system.

## **Operational Escalation Pressure Levels (OPEL) Framework**

The Bedfordshire system has an established Operational Escalation Pressure Levels (OPEL) framework in place and through the CCG will continue to report daily to NHS England on OPEL escalation levels along with mitigating actions, timelines and responsibilities. The CCG has director level oversight of the system and will be available for contact by NHSE/I Central Midlands' Winter Room. NHS England has established regional director led 'Winter Rooms' which will provide support to Health and Social Care systems when required.

## **Bedford Hospital Monitoring System**

Bedford Hospital has a number of monitoring systems to manage capacity pressures including:

- Thrice daily bed meetings
- Weekly Bedford hospital executive team meetings to review:
  - length of stay
  - stranded patients
  - 4 hour performance
  - bed occupancy
  - home by lunchtime
  - weekend discharges
- Daily activity and performance system dashboard against schemes