

**Agenda Item: 10.0**

<p style="font-size: 1.2em; font-weight: bold;"><i>Governing Body held in public</i></p>	<p style="font-size: 1.5em; font-weight: bold;"><i>Report</i></p> <p>Date of Meeting: 3 May 2018</p>
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<b>Report Title</b>	Winter Briefing		
<b>Report Author</b>	<b>Presented By</b>	<b>Responsible Director</b>	
Corinna Welbourn	Charlie Wood	Charlie Wood – Programme Director Unplanned and Planned Care and Mental Health Commissioning <b>Signature:</b>	
<b>Purpose for presenting report</b>	To provide an update on system wide Winter pressure response		
<b>Action Required:</b>	For information only		
<b>Approval Route:</b>	N/A		
<b>Further Assurance:</b>	N/A		
<b>Which Strategic Objectives does this report provide evidence for?</b>			<b>Please Tick ✓</b>
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>Implications/Assessments</b>	<b>Yes</b>	<b>No</b>	<b>N/A</b>
Have any financial implications been signed off by the Chief Finance Officer?			✓
Have any quality implications been signed off by the Director of Nursing & Quality?			✓
Have any privacy implications been signed off by the Head of Information Governance?			✓
Have any conflicts of interest implications been signed off by the Corporate Office?			✓
Have any public engagement implications been signed off by the Head of Communications & Engagement?			✓
Has an Equality Impact Assessment been carried out?			✓
<b>Key Risks</b>	N/A		
<b>Executive Summary</b>	The Bedfordshire system continued to see considerable pressure throughout March with Bedford Hospital declaring Operational Pressures		

Escalation Levels<sup>1</sup> (OPEL) 4 for 1 day, OPEL 3 for 23 days and de-escalating to OPEL 2 over the Easter weekend and for the following week. The main pressure continues to be sick frail elderly patients remaining in hospital longer causing the trust to create additional capacity which in turn puts pressure on the system.

The OPEL framework has been utilised throughout with system wide teleconferences being facilitated by the CCG when required.

In anticipation of Easter the Bedfordshire system developed a 2 week Easter Plan in which system partners outlined their individual plans and what support they would provide in response to system pressures. To support Bedford Hospital A&E the CCG commissioned with East England Ambulance Service Trust an extension of the Hospital Ambulance Liaison Officer role at Bedford Hospital for a further 2 weeks up to and including 14<sup>th</sup> April 2018.

Bedford Hospital A&E attendance remained reasonably steady for the bank holiday weekend averaging 206 attendances (March average 209) as did A&E admissions averaging 60 per day (March average 67) and the Trust de-escalated from OPEL 3 for the Friday and Saturday to OPEL 2 on the Sunday.

Herts Urgent Care (HUC) had good coverage throughout the bank holiday weekend period and the Trust daily accepted good numbers of patients streamed from Bedford A&E. The Trust declared OPEL 1 for the period.

On the 1<sup>st</sup> April 2018 East London NHS Foundation Trust (ELFT) became the new provider of Adult Community Services for Bedfordshire. Comprehensive plans were put in place to ensure a seamless transition from Essex Partnership University Trust (EPUT) and there was no interruption to service. There was capacity and flow throughout the bank holiday weekend period with the Trusts declaring OPEL 1 for the period.

The Bedfordshire system was well prepared for the bank holiday weekend period and performed well throughout, with the system consistently declaring OPEL 2.

A system-wide System Resilience Workshop took place at Bedford Hospital 11<sup>th</sup> April to review winter performance and response to activity surges. It was attended by all system partners including NHS England's Winter Director. The aim of the workshop was to identify what issues arose during the period; what went well, what didn't, and to produce a clear action plan going forward. The output of this action plan will be to implement change across the system in order to prevent elements of activity surge as well as enabling the anticipation and management of system pressures going forward. Within the plan 5 top priorities were identified:

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<sup>1</sup> The Operational Pressures Escalation Levels (OPEL) framework is a national escalation framework which was implemented locally October 2016. The framework provides a consistent system wide escalation approach to system pressures.

		Action	
		Revisit Operational Pressures Escalation Level (OPEL) framework to ensure consistent approach across providers (e.g. what does OPEL 1 mean to one trust vs another) <ul style="list-style-type: none"> <li>• To revise and update the OPEL triggers and actions to ensure that they integrate more intelligently across organisations.</li> <li>• To build on them in order to promote earlier intervention and potential escalation</li> <li>• To embed NHS England requirements</li> </ul>	
		System assessment across Bedfordshire - start with Bedford Hospital Trust Series of system days to be run throughout an agreed period at Bedford Hospital, East London Foundation Trust Community and Social Care. This was in response to the recognition that we need to work as a system and think about the community and social care elements along with the acute	
		Drill down on re-admissions - immediate realtime review	
		Re-admissions - Explore option to have care planning on the Evoke system. Take learning from Luton & Dunstable Hospital	
		Community bed and capacity review by all providers. (NHS England to share best practice work in other areas)	
		Multi Disciplinary Team (MDT) pathways - Project Group to be established to review and challenge current out of hospital pathways	
	<p>The A&amp;E Senior Leads System Resilience Group will be responsible for ensuring the delivery of identified actions and will report progress to the A&amp;E Delivery Board.</p>		