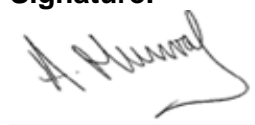


Agenda Item: 10.0

<h2 style="margin: 0;">Governing Body</h2> <h3 style="margin: 0;"><i>held in public</i></h3>	<h2 style="margin: 0;">Report</h2> <p style="margin: 0;">Date of Meeting: 5 April 2018</p>
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Report Title	Winter Briefing		
Report Author	Presented By	Responsible Director	
Corinna Welbourn	Anne Murray, Director of Nursing and Quality	Anne Murray, Director of Nursing and Quality	
		Signature: 	
Purpose for presenting report	To provide an update on system wide Winter pressure response		
Action Required:	For information only		
Approval Route:	N/A		
Further Assurance:	N/A		
Which Strategic Objectives does this report provide evidence for?			Please Tick ✓
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.			✓
Implications/Assessments	Yes	No	N/A
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?			✓
Key Risks	N/A		

Executive Summary

The Bedfordshire system has been under pressure throughout February declaring OPEL¹ 2 for most of the month due to Bedford hospital declaring OPEL 3 most days. The main pressure at the Trust has been due to there being unprecedented numbers of extremely sick frail elderly patients and an increasing volume of patients with respiratory / flu type symptoms coming in to A&E needing admission.

This high activity coupled with insufficient numbers of discharges due to patients being very unwell and not ready for discharge/step down had direct impact on the Trusts bed availability and flow. It must be noted that despite the pressures seen in January and February, Bedford Hospital remains the 4th best performing hospital out of the 11 trusts within the Central Midlands footprint for A&E performance.

In response to the high levels of demand the Bedfordshire system utilised the local OPEL framework with the process being facilitated by the CCG. This included system wide on-site escalation meetings at Bedford Hospital, system wide teleconferences, executive teleconferences with the focus on identifying and expediting issues. Robust system wide surge plans were also implemented and have continued as weekend plans since January. A revised plan is currently being formulated to cover the Easter period.

The Integrated Urgent Care system performance has improved in Bedford with Herts Urgent Care being able to provide full Bedford Base and Visiting cover most days. The number of patients being streamed to HUC out of hours is steadily increasing, helping to maintain patient flow in A&E.

The system wide approach to discharges through daily 'Ready to Transfer' calls has worked well and flow at the hospital has continued for those patients well enough to discharge / step down. This can be seen through the DTOC performance which has gone from 4.14% in November to 2.60% in December and is 1.25% (unvalidated) at the time of writing this briefing.

Other factors that have assisted with flow has been the implementation of a wider discharge team and the introduction of the Trusted Assessor role in Bedford Borough and Central Bedfordshire Councils. The CCG has extended the provision of the 15 'winter beds' up to and including 31st May 2018 to support patient flow.

Bedfordshire system partners have collectively drawn up an Easter Plan which outlines each organisations respective plans to respond to expected activity over the holiday period. The Bedfordshire system has a comprehensive local OPEL framework in place and in response to high levels of demand / system pressures, the system will continue to utilise this framework with the process being facilitated by the CCG. This

¹ 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.

will include system wide on-site escalation meetings at Bedford Hospital (if required), daily system wide teleconferences and executive teleconferences (if required) with the focus on identifying and expediting issues. A comprehensive on-call pack has been compiled and disseminated to all partner organisations.

A&E Performance at Bedford Hospital Trust over the winter months has been escalated by NHS England and NHS improvement and the Chief Executive and Chief Operating Officer of Bedford Hospital Trust, and the Accountable Officer, met with Dr Paul Watson on this matter on 9th March 2018.

A range of actions were requested as follows and a further meeting will be held on 6th April 2018:

- Improvements to physical capacity in the Emergency Department and the patient flow through the department.
- Full utilisation of the available streaming to primary care capacity at Bedford Hospital Trust.
- Arrangements to reduce the number of ambulance conveyances.
- Agreement on a model for improving bed occupancy.
- Consideration of weekend working in relation to diagnostics and discharge.

All these actions were discussed at the Bedford A&E Delivery Board held on 15th March 2018 with one of the CCG clinical urgent care leads.

Bedford Hospital and EEAST implemented the National Ambulance Handover policy Monday 26th March 2018. This policy is aimed at clarifying the process of clinical handover to establish clear lines of responsibilities and the standards expected, along with escalation processes and data validation processes for the relevant contract processes. Data of impact will not be available until May 2018 however a significant impact is being seen on the number of delays. (N.B. BHT is best performing Trust for handover in the consortia for 2017/18)

An Early Intervention Vehicle Pilot, crewed with a Paramedic and Assistant Practitioner has been implemented across Bedfordshire (5/02/18 to 30/03/18), to respond specifically to Advanced Medical Priority Dispatch System (AMPDS²) codes 17 (falls) and 26 (sick) for patients aged 65 and over and in their usual place of residence to prevent unnecessary conveyance to hospital. In the first three weeks of the pilot the crew attended 70 referrals and prevented 35 conveyances.

² The Advanced Medical Priority Dispatch System (AMPDS) is an emergency medical dispatch (EMD) system used by emergency ambulance trusts in the United Kingdom and Ireland, where it is medically approved.

