


Agenda Item: 9.0

<p><b>Governing Body Meeting</b>  <i>held in public</i></p>	<p><b>Report</b></p> <p>Date of Meeting:        8 November 2018</p>
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<b>Report Title</b>	Winter Plan briefing		
<b>Report Author</b>	<b>Presented By</b>	<b>Responsible Director</b>	
Corinna Welbourn BLMK STP System Resilience Lead	Jane Meggitt – Director Planned and Unplanned Care Commissioning	Jane Meggitt – Director Planned and Unplanned Care Commissioning	
		<b>Signature:</b> 	
<b>Purpose for presenting report</b>	This report is a briefing on the Winter Plan and arrangements for the Bedfordshire system for 2018/19.		
<b>Action Required:</b>	For information only		
<b>Approval Route:</b>	BCCG Directors Meeting A&E Senior Leads System Resilience Group A&E Delivery Board		
<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>	There is a risk that patient acuity and activity will be above prediction, thus causing pressure on the Bedfordshire health and social care systems		
<b>Executive Summary</b>	<p data-bbox="608 398 834 436"><b>Introduction</b></p> <p data-bbox="608 443 1382 577">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.</p> <p data-bbox="608 613 1369 813">The CCG coordinates the Bedfordshire systems response to demand surge including the system wide capacity escalation framework. This includes informing and providing system partners and NHS England with updates around the implementation of priorities and responses to demand when required.</p> <p data-bbox="608 848 1355 1099">A Bedfordshire, Luton and Milton Keynes STP System Resilience Lead is in place to ensure effective management of BLMK STP Urgent and Emergency Care system pressures with specific focus on winter and the Bedfordshire system is also working in partnership with STP colleagues to harmonise processes and protocols where possible.</p> <p data-bbox="608 1135 842 1173"><b>Governance</b></p> <p data-bbox="608 1180 1382 1283">To support service delivery, patient care and performance during winter, Bedfordshire CCG has established a director led governance structure which comprises of:</p> <ul data-bbox="659 1290 1315 1469" style="list-style-type: none"> <li data-bbox="659 1290 1098 1319">• A&amp;E Delivery Board - Monthly</li> <li data-bbox="659 1326 1315 1393">• A&amp;E Senior Leads System Resilience Group – fortnightly</li> <li data-bbox="659 1400 1249 1429">• Unplanned Care Team meeting – Weekly</li> <li data-bbox="659 1435 1161 1464">• BCCG Directors meeting – Weekly</li> </ul> <p data-bbox="608 1494 890 1523"><b>A&amp;E Delivery Board</b></p> <p data-bbox="608 1529 1382 1632">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.</p> <p data-bbox="608 1662 1230 1691"><b>A&amp;E Senior Leads System Resilience Group</b></p> <p data-bbox="608 1727 1382 1926">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&amp;E Delivery Board. The group meets fortnightly however it will respond to adhoc requests from the Delivery Board.</p> <p data-bbox="608 1962 1058 1991"><b>Unplanned Care Team Meetings</b></p> <p data-bbox="608 1998 1382 2065">Weekly Friday meetings of the Unplanned Care team have been implemented for the winter period. The remit of these</p>		

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 are in place. This group reviews identified issues, surges, pressures and risks identified throughout the previous week and provides an executive response to mitigate.

### **System Leaders Meeting**

A weekly System Leaders meetings has been established to respond to winter surge and pressure. The membership for this meeting is:

- Sally Adams – Director of Commissioning for Out of Hospital and Primary Care, BCCG
- Mary Palmer - Assistant Director Out of Hospital Programme, BCCG
- Jane Meggitt – Director Planned and Unplanned Care Commissioning BCCG
- Karen Ward – Chief Operating Officer, Bedford Hospital
- Viv Kilgour - Associate Director of Integrated Operations, Bedford Hospital / ELFT

## **Winter Plan**

Last winter was a very challenging period for the NHS and Bedfordshire. There are various factors driving this, in particular the increasing numbers of patients with severe illnesses and complex health conditions which continues to be one of the key factors behind rising pressures, especially on A&E departments.

NHS England and NHS Improvement 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 a System Resilience Group (SRG) that meets fortnightly which has identified priority actions to be completed in readiness of winter 2018/19.

The plan sets out 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 2018/19 winter period but for future years.

These programmes of work collectively aim to meet the national requirements of:

- reducing delayed transfers of care by 50% (December 18),
- reducing length of stay for patients across the system by 25% (December 18),
- increasing primary care streaming, (October 18)
- reducing variation in best practice,
- A&E 4hr target (91% September 18, 95% March 19),
- 7 day working,
- meeting the 95% 4hr A&E target by April 2019

Performance against each project / programme is monitored closely through the SRG and with issues being escalated to the A&E Delivery Board.

The Winter Plan has been through system wide governance processes and submitted to NHS England.

## Monitoring and Reporting

### **Integrated Operational Dashboard**

To support capacity and winter pressures an Integrated Operational Dashboard is in place enabling the system to identify and react to pressure areas. It is 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**

There are comprehensive capacity trackers in place within providers which 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 NHS England 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
- Thrice weekly Ready to Transfer meetings
- Twice weekly Length of Stay 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