


Agenda Item: 11.0

<p><b>Governing Body</b>  <i>held in public</i></p>	<p><b>Report</b>          Date of Meeting: 25 January 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	Caroline Kurzeja	Caroline Kurzeja – Director of Strategy and Transformation  <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>	<p data-bbox="448 358 710 392"><b>Executive Summary</b></p> <p data-bbox="448 421 1300 465"><b>Operational Pressures Escalation Level (OPEL)</b></p> <p data-bbox="448 481 1369 694">OPEL escalation is now running 7 days a week up until 28<sup>th</sup> February. This means that Tier 1 Senior Managers On-Call are responsible for collating and submitting the system wide escalation forms to NHSE by 11:30am weekends / bank holidays. A process has been developed supported by a buddy system whereby a Tier 1 can contact a member of resilience staff for advice if they have any queries.</p> <p data-bbox="448 728 949 772"><b>System Pressure Response</b></p> <p data-bbox="448 788 1372 1115">During the 1st week of January acute services across England saw unprecedented numbers of patients coming through their systems causing a number of them to declare OPEL 4 / Surge Black which was used to bring emergency plans into place to ensure patient safety. In response to the winter pressures NHS England has told hospitals across the country to delay pre-planned operations and routine outpatient appointments until the end of the month to free up senior hospital doctors to triage more patients in A&amp;E, be available for phone advice for GP's and to help expedite timely discharges.</p> <p data-bbox="448 1137 1380 1462">Bedford Hospital were directly impacted by the high numbers of patients coming into the hospital via Ambulance and A&amp;E which resulted in the trust declaring an OPEL 4. The Trust set up an incident room to manage this escalation which was attended by all providers. Escalation plans were instigated and followed ensuring no patient came to harm as a result of the pressures. The CCG's resilience leads were in attendance at the Trust daily to mitigate issues. As a result of this response the Trust was able to de-escalate to OPEL 3 the following day.</p> <p data-bbox="448 1485 1388 1630">A Quality review of the incident and resulting delays will be taking place across urgent and emergency care services to ensure no harm came to patients as a result of the system pressures seen, with lessons learned being utilised where appropriate.</p> <p data-bbox="448 1653 1369 1865">In response to Bedford Hospital declaring OPEL 3 and 4, the NHSE Winter Room established daily Executive calls with Bedford Hospital and the CCG in order to review, discuss and expedite issues arising along with ensuring the recommendations issued within the letter from Pauline Philip (National Director, Urgent and Emergency Care) dated 2nd January, were implemented</p> <p data-bbox="448 1888 1369 2033">The main pressure was due to there being unprecedented numbers of extremely sick frail elderly patients coming in to A&amp;E needing admission coupled with insufficient numbers of discharges due to patients being extremely sick and not ready for discharge/step down.</p>		

A Hospital Ambulance Liaison Officer (HALO) post has been in place up to and including 31st March. This post was implemented as of Friday 15/12/17 to expedite patient flow from Ambulance to A&E supporting patient flow at the front end of the Acute. The HALO has been instrumental in the management and safety of patients coming into A&E by ambulance.

In response to capacity issues experienced the CCG has agreed (04/01/18) to fund a further 4 discharge to assess nursing home beds from extra winter spot purchasing monies provided by NHSE. These beds will be managed by Bedford Hospital.

A daily Ready to Transfer call / meeting is being held with partners with effect from Wednesday 03/01/18 to robustly ensure effective discharge of stranded, medically optimised and Delayed Transfers of Care (DToC) patients and to ensure previous days planned discharges happened.

The hospital has extended its GP to consultant phone line to support GP's decision making in respect of admitting patients. The senior nurse taking the calls now has access to the direct numbers for specialty consultants to facilitate a GP to Consultant call where advice would help prevent an admission. This is in addition to the direct access that GPs already have to Cardiology, Respiratory and O&G.

System partners in Bedfordshire met and agreed additional system plans covering the 2 week period 06/01/18 to 22/01/18 in response to system pressures in order to reduce stranded patients, DToC, and increase patient flow. To support this a daily system wide resilience teleconference has been implemented along with daily executive calls to discuss strategic response.

DTOCs numbers have improved substantially recently. All patients in the Trust are critically reviewed daily with any delay issues being escalated appropriately.

In anticipation of an increase in influenza cases Bedford Hospital has established a Flu team which is led by the Director of Nursing to review plans and triggers should numbers increase.