

# London Borough of Bromley

## PART 1 - PUBLIC

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**Decision Maker:** HEALTH SCRUTINY SUB-COMMITTEE

**Date:** 17<sup>th</sup> October 2018

**Decision Type:** Non-Urgent                      Non-Executive                      Non-Key

**Title:** WINTER PLANNING

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**Chief Officer:** Dr Angela Bhan, Bromley Clinical Commissioning Group

**Ward:** NA

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### 1. Reason for report

- 1.1 This report is to provide an update on the development of a Bromley System Winter Plan to the Health Scrutiny Sub-Committee.
  - 1.2 The overall aim of the plan is to provide a framework for health and social care partners in the Bromley system to manage surge and capacity issues affecting one or more partners at both tactical and strategic levels. Furthermore, to support the local health and social care system effectively manage winter pressures, South East London Sustainability and Transformation Partnership (SEL STP) has asked for a winter assurance plan from each Local A&E Delivery Board for submission to NHS England. The whole health economy is encouraged to use this plan to manage pressures on respective parts of the system.
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### 2. RECOMMENDATION

- 2.1 The Health Scrutiny Sub-Committee is requested to note the update.

## Corporate Policy

1. Policy Status: Existing policy.
  2. BBB Priority: Supporting Independence.
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## Financial

1. Cost of proposal: Estimated cost ,647,000: £628k (CCG) £1,027k (LBB), £992k (King's)
  2. Ongoing costs: Non-recurring cost.
  3. Budget head/performance centre: LBB/ CCG/ King's
  4. Total current budget for this head: See above.
  5. Source of funding: Better Care Fund
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## Staff

1. Number of staff (current and additional): N/A
  2. If from existing staff resources, number of staff hours: N/A
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## Legal

1. Legal Requirement: N/A
  2. Call-in: Call-in is not applicable. No Executive decision.
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## Customer Impact

1. Estimated number of users/beneficiaries (current and projected): The Plan ensures the system are held to account in their role in ensuring Bromley residents have access to timely, high quality health and social care when they need it preventing. In particular the plan ensures there is appropriate resource for frail and elderly residents who are particularly vulnerable to seasonal illness.
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## Ward Councillor Views

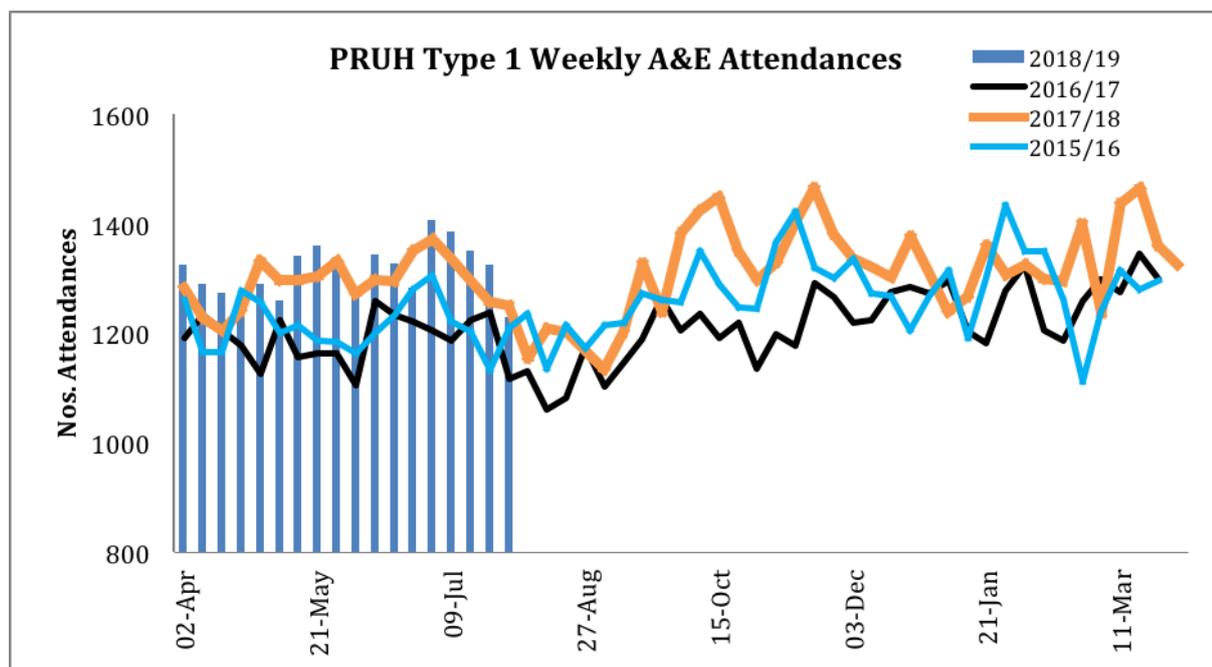
1. Have Ward Councillors been asked for comments? N/A.
2. Summary of Ward Councillors comments: Plan has been to Health and Wellbeing Board for comment.

### 3. COMMENTARY

#### 3.1 BACKGROUND

3.2 Over the past few years, the local health and social care system has felt the increased pressure during the winter months, with most health and social care services seeing a surge of activity and demand with a more complex range of needs challenged by seasonal presentations like Flu and norovirus. ED type 1 attendances have increased year on year during the winter period (see table 1).

Table 1:



3.3 The additional pressures on the health and social care system, which are primarily from older and frail people, during the winter months presents a challenging landscape. Bromley wider health and social care system leaders have developed this plan to manage safely and effectively the additional pressures during this period.

3.4 This plan was developed through the Bromley A&E Delivery Board, which delivers a whole systems approach to planning, improved performance and the development of a coherent local service framework for urgent and emergency care. This approach includes coordinated planning for and management of winter pressures, and other periods of enhanced demand on the care system. The Board is facilitated by Bromley CCG, working in partnership with King's College Hospital, London Borough of Bromley, Greenbrook Healthcare, Oxleas NHS Foundation Trust, Bromley Healthcare, Bromley GP Alliance, St Christopher's and London Ambulance Service.

#### 3.5 AIMS AND OBJECTIVES

3.6 The purpose of the Bromley System Winter Plan is to both support and enhance the effectiveness of local procedures through proactive management processes at times of pressure and provide local and national assurance of how existing and additional resources will work together to respond to the additional seasonal demand. Objectives of this plan are:

### 3.6.1 Surge Management:

- To establish a shared understanding of different surge and escalation criteria used across health and social care services
- To define a flexible framework for response which can be utilised irrespective of situation duration, scale and type
- To define procedures and processes about escalation to be utilised in the event of an actual or potential surge and capacity issue(s)
- To provide a framework for identifying specific surge and escalation issues and for informing, coordinating and supporting the local health and social care services response to an incident
- To provide a framework for actively engaging with the public both in advance of and during surge and escalation situations with a view to assisting in the management of surge and escalation issues. Links to winter communication campaign.
- To provide a mechanism to escalate issues for joint resolution by partners at both a tactical and a strategic level

### 3.6.2 Winter Resilience Schemes 18/19

The proposal for this year builds on lessons learnt from the previous year and focuses on three joint strategic themes which are:

- Increasing capacity in the workforce,
- Increasing capacity in service provision and
- Integrating service to prevent the need for hospital based care and streamline discharge processes.

From the evaluation of both organisations previous winter schemes, stakeholders agreed that increasing capacity in existing services, whilst strengthening the community reactive, urgent response offer would be an effective use of resources for 2018/19.

Each scheme will have a robust monitoring and evaluation process ensuring that the agreed KPIs are delivered. LBB are replicating similar activity from the previous year following positive evaluation of the impact of this resource.

The CCG winter resilience funding (£628k budget) and London Borough of Bromley winter resilience scheme funding (£1027k) have therefore been allocated across the health and social care system to ensure there is additional capacity in the system to ensure patients are seen in the appropriate care setting. This includes schemes to support patients in secondary, community and primary care (i.e. the additional GP hub appointments for patients).

King's College Hospital NHS Foundation Trust have also submitted their proposed winter schemes (£992k) which are being signed off internally. A full list of the schemes including financial investment and KPIs can be found in the 'Overall Winter Scheme Spend' appendix.

### 3.6.3 Further System Winter Planning:

This includes:

- Infection Control including Flu vaccination plans from providers
- Processes for hospital repatriations
- Improving ambulance handover workstreams

- Minor Breach Reduction work planning.
- Out of Hospital Borough-Based Service Map
- Additional Winter planning

For the first time Bromley has developed a truly integrated plan on how the whole system will work together to manage the significant additional pressures that we see throughout winter months to ensure Bromley residents are able to have access to the services they need. The Plan is essential in ensuring all partners are supporting the acute hospital so very sick patients that need hospital based care are able to be seen in a timely way.

#### 4. POLICY IMPLICATIONS

- 4.1 A&E Delivery Board is responsible for the oversight and management of the Bromley System Winter Plan

#### 5. FINANCIAL IMPLICATIONS

- 5.1 The CCG and LBB Winter resilience funding is part of the agreed Bromley Better Care Fund. King's Winter Resilience funding is part of their contracted baseline

<b>Non-Applicable Sections:</b>	Personnel and Legal Implications.
Background Documents: (Access via Contact Officer)	Not Applicable.