

Decision Maker: HEALTH AND WELLBEING BOARD

Date: Thursday 21st November 2019

Title: Bromley Winter Assurance Plan: Update

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Ward: N/A

1. Summary

This report is to provide an overview on the development of the Bromley System Winter Plan 2019/20. The Winter Plan builds on the ongoing One Bromley Urgent and Emergency Care programme, which is designed to deliver the One Bromley vision of developing an integrated urgent and emergency care system.

For the past few winters LB Bromley (LBB), NHS Bromley CCG (BCCG) and King's College Hospital Princess Royal University Hospital (KCH PRUH) have made financial investment to provide additional capacity to the system during winter months to ensure patients are seen in the appropriate care setting. This includes schemes to support patients, clients and healthcare professionals in secondary, community and primary health and social care.

The report briefly outlines the overall winter plan and in more detail, the proposed spend for this year's winter schemes (for full breakdown of winter scheme spend see Appendix 1).

2. Reason for Report going to Health and Wellbeing Board

The Bromley System Winter Plan is being presented to the Health and Wellbeing Board as part of the local assurance scrutiny and assurance process.

The Health and Wellbeing Board are requested to support and challenge the local system to ensure the elements included in the report are delivered and the local system works together to respond to the challenging seasonal demand.

3. **SPECIFIC ACTION REQUIRED BY HEALTH AND WELLBEING BOARD AND ITS CONSTITUENT PARTNER ORGANISATIONS**

The Health and Wellbeing Board is requested to note the update and comment on the propose winter schemes. The Bromley A&E Delivery Board will provide operational oversight over the schemes and the winter plan. Bromley has developed this integrated plan detailing 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.

Health & Wellbeing Strategy

1. Related priority: Diabetes Hypertension Obesity Anxiety and Depression Children with Complex Needs and Disabilities Children with Mental and Emotional Health Problems Children Referred to Children's Social Care Dementia Supporting Carers

Financial

1. Cost of proposal: Estimated Cost via BCF - £646k (CCG) £1,047k (LBB)

Non BCF - £992k (King's – non BCF) 2. Ongoing costs:

3. Total savings: Not Applicable

4. Budget host organisation: LBB/ CCG/ King's

5. Source of funding: BCF funding for LBB/CCG spend only.

6. Beneficiary/beneficiaries of any savings: N/A

Supporting Public Health Outcome Indicator(s)

Yes

4.11 - Emergency readmissions within 30 days of discharge from hospital

4.13 - Health related quality of life for older people

4.15iii - Excess winter deaths index (3 years, all ages)

4.15iii - Excess winter deaths index (3 years, over 85)

4. COMMENTARY

4.1 Bromley System Winter Plan:

Over the past few winters, the local health and social care system has felt 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 patient needs. Additional challenges include seasonal presentations of influenza and norovirus. These additional pressures on the health and social care system affect all ages but are primarily from older and frail people. Bromley health and social care system leaders have developed the plan to manage safely and effectively the additional pressures during this period.

The 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 and London Borough of Bromley, working in partnership with providers such as King's College Hospital, Greenbrook Healthcare, Oxleas NHS Foundation Trust, Bromley Healthcare, Bromley GP Alliance, Bromley Third Sector Enterprise, St Christopher's and London Ambulance Service.

For the first time we have asked Bromley's voluntary sector to contribute to the Winter Plan including their hospital aftercare services, as well as their community services. The CCG/LBB will also be providing flu vaccinations to Bromley Well staff who have contact with clients. The CCG and LBB are engaged with a project looking at providing healthcare services to Bromley's Homeless Shelter over winter.

The plan (not attached due to size) contains within it:

- System Escalation Protocols for Managing Surges
- Winter Scheme Spend (included below)
- Further Winter Planning including Infection Control / Flu plans, minor breach reduction plans, improving ambulance handover plans, borough based and South East London contact list and provider assurances of managing demand and capacity.

The A&E Delivery Board is responsible for the oversight and management for the plan. The plan will be a live document throughout winter to ensure all information is kept up to date as possible.

4.2 Bromley System Winter Resilience Schemes 19/20:

From a review of previous winters and evaluation of each organisation's recent 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 this winter. The proposal for this year builds on lessons learnt from the previous year and focuses on three joint strategic themes which are:

- Avoiding unnecessary hospital attendances
- Maintaining hospital flow
- Reduction in delayed discharges through integrated working.

The Winter Resilience funding schemes set out below have been considered with an integrated approach by the CCG and London Borough of Bromley (please note not all scheme costs have been finalised and are estimated in Appendix 1) in response to winter preparation discussions had at both

the SEL Winter Debrief in June and the Bromley A&E Delivery Board on 25th June and 9th September respectively.

4.2.1 Attendance and Admission Avoidance

- **Additional Rapid Response Capacity** - Provide healthcare professional support (including ANPs) to mitigate against the increase in demand for GP home visits by providing timely provision of visits therefore reducing demand on primary care and preventing escalation of need and potential hospital admissions. This includes trialling **telehealth monitoring** of wearable armbands that monitors patient's vital signs and produces a live feed with alerts to a web based platform. This will allow for more complex patients to be cared for in the community whilst providing assurance to the hospital consultant about their wellbeing. Alerts would be monitored via the Bromley Healthcare Care Coordination Centre triggering a response from Rapid Response with any variation from baseline.
- **Additional GP hub appointments** - Providing additional hub appointments in both existing hubs and additional hub slots during key pressure times meaning more people to be seen in primary care, mitigating increase in Urgent Care Centre (UCC) attendance. We are exploring an additional GP hub on the PRUH Site if there is space within the hospital to facilitate this. Following Lambeth and Southwark successful roll out at St Thomas's, Bromley are proposing a similar model at PRUH or at a GP practice near the hospital to better manage the increase in UCC attendance over the winter period in the evenings and weekends. This will be dependent on space on the PRUH site and is being finalised for December. The hub would see patients deemed suitable to be seen within a primary care setting. Appointments will be bookable from primary or secondary care.
- **Weekend dressings clinic** – piloting a weekend clinic as an alternative to UCC or the PRUH Ambulatory Unit for dressings. This would be aligned to the new weekday nurse clinics at Bromley Crown Medical Practice and would be bookable by primary care also.
- **Winter Communications Campaign 19/20** – targeted leaflets for patients across Bromley, recommending flu /pneumococcal and shingles jabs and how to get them. Also information on NHS 111, GP hubs and getting the right care in the appropriate setting. There is additional funding to increase flu vaccination uptake in key patient cohorts and also health care professionals by undertaking communication and engagement campaign in line with national programme. Locally working with Primary Care, Social Care, Bromleag Care Practice and community providers to vaccinate patients, and provider front line health and social care professionals.
- **Additional social care staffing capacity** (London Borough of Bromley funded) to enable a quick and efficient assessment service to vulnerable adults and their carers ensuring timely intervention with skilled staff who are familiar with the local area and Bromley procedures and processes.

4.2.2 Maintaining Flow:

- **Additional capacity in the Urgent Care Centre (UCC)**
 - **A floor co-ordinator role** in evenings and weekends, supporting patient flow, to impact positively on waiting time management and escalation with ED leading to improved 4 hour performance.

- **Additional Healthcare Assistant capacity** which allows clinical staff to focus on treating and discharges more patients with HCAs completing for example ECGs, observations, plastering.
- **Additional GP rota fill** funding over Christmas / NY period which last year resulted in 100% rota fill across both sites including bank holidays and weekends enabling the UCCs to support ED and see as many patients as possible
- **Rapid patient testing for flu** in hospital which will enable quicker confirmation of flu which has been proven to help control potential outbreaks and also help flow as patients whom would have been otherwise been isolated or put in a side room as a precaution, would no longer need this, therefore freeing up capacity.
- **Respiratory pathway development** will enable freeing up of COPD consultant and nurse time to develop an integrated pathway for COPD patients.

4.2.3 Reduction in Delayed Discharges

- **Additional capacity into community services**
 - **7 day community in reach into Hospital** to support 7 day working and an improved and integrated discharge patient experience between hospital and community and also support to the front door frailty team.
 - **Clinical Triage function within Bromley Healthcare Care Coordination (CCC)**. All referrals from hospital and community to pass through a clinical team in the CCC who will identify the required clinical input and arrange directly with the required community clinicians. Referrers will no longer be required to understand multiple pathways that lead to confusion and a lack of appropriate referrals. Instead, referrals will be made based on patient need rather than by service. This will be aided by Oxleas and Bromley Well integrating into the CCC and support the vision of an integrated single point of access into community services.
 - **Urgent response capacity within community physiotherapy and occupational therapy teams** to enable early supported hospital discharge for patients needing ongoing therapy maintenance. The additional staffing will allow us to a faster urgent response route for therapies where required to ease winter pressures.
- **Additional capacity into London Borough of Bromley social services such as:**
 - **Intensive Personal Care Service** offering night sits, live in care, temporary & emergency placements, increases to existing packages for a maximum of up to four weeks (available for the full year).
 - **Fast Response bridging for Reablement providing** personal care within 2 - 4 hours of request to meet care needs to facilitate discharge prior to ongoing services being available.
 - **Deep clean / handyman service** providing quick efficient service to clean the home environment and move furniture etc. to enable care and equipment to be provided (available full year)
 - **Twelve dedicated Extra Care Housing Assessment Flats** available within 24 hours to enable patients awaiting longer term placements to step down from hospital back into the community. Three of the flats are dedicated Discharge 2 Assess step down beds.

Each scheme will have a robust monitoring and evaluation process ensuring that the agreed KPIs are delivered. The KPIs are noted in Appendix 1. For the King's College Hospital PRUH winter scheme spend please see Tab 3 'KCH PRUH' in Appendix 1.

5. IMPACT ON VULNERABLE PEOPLE AND CHILDREN

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.

6. FINANCIAL IMPLICATIONS

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

7. LEGAL IMPLICATIONS

There are no legal implications

8. IMPLICATIONS FOR OTHER GOVERNANCE ARRANGEMENTS, BOARDS AND PARTNERSHIP ARRANGEMENTS, INCLUDING ANY POLICY AND FINANCIAL CHANGES, REQUIRED TO PROCESS THE ITEM

A&E Delivery Board is responsible for the oversight and management of the Bromley System Winter Plan and the winter schemes.

9. COMMENT FROM THE DIRECTOR OF AUTHOR ORGANISATION

Bromley CCG and London Borough of Bromley have been working very closely with all local partners to ensure that we focus on meeting the needs of local residents this winter. Commissioners and providers aim to maximise the impact and value of care this winter through schemes funded from ‘winter pressures’ monies. The focus, as described in the paper, is on additional schemes that have been put in place, but there are also a number of existing commitments to improved services and business as usual, for example, the Bromleag Care practice for our care home residents is offering flu vaccination to staff as well as residents. The aim of the additional resource is to keep people as well as possible in their homes, assist patients through the emergency care pathway and to ensure safe, high quality and timely discharge from hospital.

Non-Applicable Sections:	[List non-applicable sections here]
Background Documents: (Access via Contact Officer)	[Title of document and date]