
Decision Maker:	Health Scrutiny Sub-Committee		
Date:	5th July 2022		
Decision Type:	Non-Urgent	Non-Executive	Non-Key
Title:	Review of Winter 21/22 and planning for next Winter 22/23		
Contact Officer:	Clive Moss – Senior Commissioning Manager – Urgent & Emergency Care – SEL CCG (Bromley) E-mail: clive.moss@nhs.net		
Chief Officer:	Angela Bhan, Bromley borough Director		
Ward:	All		

1. Reason for decision/report and options

- 1.1 To provide an update to the Committee on the One Bromley review of Winter 21-22 including recommendations for the Urgent and Emergency Care Transformation workstreams and Winter 22-23 planning. The recommendations are going to the One Bromley A&E Delivery Board for sign off in June with the A&E Delivery Board maintaining oversight to the implementation of these recommendations.

2. **RECOMMENDATION(S)**

The committee is asked to note:

- Actions and activity undertaken by the One Bromley System Partnership during 21/22 Winter to mitigate system pressures against the five pillars of the One Bromley Winter Plan and
- The outcome of the Winter Review Workshop in May 2022 that identified:
 - o Recommendations for system resilience / improvement and recovery throughout the summer
 - o Recommendations for 22/23 winter's planning.

Impact on Vulnerable Adults and Children

1. Summary of Impact: As a result of whole system working vulnerable adults and children will be able to access the right care in the right place at the right time. This includes access to hospital based care, as well as community based health and care services.
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Transformation Policy

1. Policy Status: Existing Policy
 2. Making Bromley Even Better Priority (delete as appropriate):
 - (2) For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
 - (5) To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.
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Financial

1. Cost of proposal: Estimated Cost For LBB and CCG costs from 2021/22 - £1,733,000
 2. Ongoing costs: Non-Recurring Cost
 3. Budget head/performance centre: CCG and LBB Winter
 4. Total current budget for this head: £1,733,000
 5. Source of funding: BCF
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Personnel

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: None
 2. Call-in: Not Applicable: Further Details
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Procurement

1. Summary of Procurement Implications: There are no procurement implications for this report
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Property

1. Summary of Property Implications: None
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Carbon Reduction and Social Value

1. Summary of Carbon Reduction/Sustainability Implications: N/A
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Customer Impact

1. Estimated number of users or customers (current and projected): N/A
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Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments:

3. COMMENTARY

3.1 The 2021/22 Winter Plan

The system has been under considerable pressure this winter managing a 4th wave of covid alongside usual seasonal pressures having a significant impact on the workforce as well as demand for services. The whole system has continued to run at full capacity for the whole of the winter period

The Better Care Funding (BCF) winter funding provided to the London Borough of Bromley (LBB) £1,069,000 and SEL CCG (Bromley) £669,000 was used to support the system to respond to winter demands across the 5 pillars of the 2021/22 Winter Plan which are as follows.

1. Increasing system capacity
2. Data Sharing and escalation
3. Single Point of Access and Discharge Arrangements
4. Admissions Avoidance
5. Communication and Engagement

75% (£808,520) of the LA budget is used to fund additional workforce capacity and Extra Care housing Step down flats all year round. The remainder of the budget was allocated to fund additional therapy and brokerage capacity, project management to respond and manage the seasonal pressures, 7 day working and social admission avoidance resource. Furthermore £75,000 was allocated to manage the potential financial impact to the LA on increased pressure to undertake post discharge assessments within 4 weeks national discharge arrangements.

The CCG allocated funds in line with the recommendations from previous years including increasing primary care capacity through additional Primary Care access hubs appointment slot for Bromley patients. This year additional NHSE/I Primary Care Winter Access Funding has been utilised to set up GP Virtual Assessment Hubs (VAHs) to deal with primary care overflow and Covid calls, with the expectation that this will support 111 clinical capacity / workload and reduce inappropriate referrals to the urgent treatment centres (this has so far redirected an average of 8.5 patients per day into their own practice or GP Hub appointments, rather than having to attend a urgent treatment centre)

With regards to the community teams, additional capacity in admission avoidance teams including Rapid Response (RR) and Rapid Access Therapies (RATT), additional palliative care support in care homes and funding to sustain clinical capacity across primary care and urgent treatment centres during the festive period. In addition, this year there was an allocation to support a winter comms and engagement campaigns aimed at both the public and the workforce.

A full breakdown of the allocated funding 21/22 allocation can be found in Appendix 1.

As winter began a range of unpredicted themes, issues and new national requirements emerged in the context of a 4th wave of Covid19 and significant additional, non-recurrent funding was received into the Bromley system from NHS England and Department of Health and Social Care (DHSC).

As a result, much of the original activity described in appendix 1 was adapted in response, with more additional schemes and investments being made than was originally planned for. Much of the non-recurrent monies and terms of the new grants, funded the activity that had been planned to be taken from the BCF winter monies. This resulted in an underspend in both the CCG and LA winter budgets.

3.2 Winter Review Workshop and 22/23 Planning

This report follows the One Bromley Winter Review Workshop on 10th May which was attended by the following organisations:

- King's College Hospital – Princess Royal University Hospital (PRUH)
- London Ambulance Service (LAS)
- London Borough of Bromley – Adult Social Care (ASC)
- SE London CCG – Bromley Borough
- Oxleas NHS Foundation Trust
- Bromley Healthcare
- Bromley GP Alliance
- Bromley Third Sector Enterprise
- Greenbrook Healthcare
- High Intensity User Service

The workshop focussed on three main themes:

1. Demand and Capacity
2. Unpredicted issues and actions to mitigate future pressures
3. Recommendations for summer and next winter planning

From the workshop, system partners formulated an initial set of recommendations that will be taken through the One Bromley A&E Delivery Board for finalisation. The recommendations were separated into system transformation recommendations and winter specific recommendations.

These include:

3.2.1 System transformation recommendations

Capacity and recruitment:

- Putting in place a sufficient 7 day staffing model with clear plans specifically for weekend working within the hospital

Hospital Discharge / Community wrap around services:

- re-establish a robust interface initiative between acute and primary care clinicians. Launch of a programme of primary and secondary care education and networking sessions around key themes.
- Continue to drive improvements around quality of discharge via PRUH Integrated Flow Board
- Delivering a robust, integrated hospital discharge model for Bromley patients including sufficient step down and hospital discharge pathway capacity

Emergency Department Attendance and Admissions

- Establish 'Front Door' Activity workstream focusing on reasons for increase in patient activity to Bromley Urgent Treatment Centres and Emergency Department. Focus on mitigating actions the system can take to ensure patients are able to access the appropriate level of care in all parts of the system. This will include a stronger user voice to drive planning and management of UEC services.
- Continue to drive improvements to patient journey, governance and processes within the Mental Health and PRUH Emergency Hospital Interface.
- Develop the High Intensity User Service to expand its ability to support frequent attenders of A&E for social / mental health and other reasons get the support they require and reduce inappropriate attendances and call outs to London Ambulance Service.

- Development of the Urgent Community Response Service and alignment to the Bromley @Home service to enable Bromley residents to receive care within their own home where appropriate. Meeting patients' urgent care needs at home is key in improving patient outcomes, preventing avoidable hospital admissions and delivering NHS strategic priorities.
- Further development of the Children's Hospital @Home service and strategic review with system partners to set out the priorities for delivering excellent urgent and emergency care for children and young people and their families.

3.2.2 Winter Planning 22/23 recommendations

The One Bromley Winter Plan focuses specifically on activity when there is a surge in seasonal pressures from October -March with a specific focus on the Christmas and New Year period. Recommendations for next winter include:

- Ensuring additional capacity is put in place for the winter period specifically in the community health and social care teams to respond to the increased pressure in the system supporting admission avoidance and hospital discharge during times of increased pressure. This includes plans for early recruitment to posts to mitigate resource gaps.
- A clear model for Christmas and New Year capacity planning.
- Relaunch an effective activity / data tracking and monitoring - build upon the winter intelligence hub and develop a system wide winter dashboard that provides daily intelligence on demand, capacity, and system performance at service level.
- A review of One Bromley System escalation processes to reflect system maturity including early identification of pressure/surges or IT failure etc. and proactive actions to mitigate.
- Specific focus on exacerbation of respiration conditions, typical in winter, and support pathways for both children and adults.
- Relaunch of the winter communications campaign to ensure effective sharing of information across the professional network and the community.
- Develop a strong user voice to drive planning, management and evaluating winter

The above recommendations will be taken to the One Bromley A&E Delivery Board and a refined action plan will be developed from this. The Winter Plan 22/23 will also come back to HOSC later in the year for scrutiny and review and the Local Care Partnership Board for Executive sign off.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

5. Summary of Impact: As a result of whole system working vulnerable adults and children will be able to access the right care in the right place at the right time. This includes access to hospital based care, as well as community based health and care services.

6. TRANSFORMATION/POLICY IMPLICATIONS

The Winter Plan aims to improve experience for patients/clients in the borough of Bromley during the winter period and relates to the following two Making Bromley Even Better Priorities:

(2) For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.

(5) To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.

7. FINANCIAL IMPLICATIONS

For LBB and CCG costs from 2021/22 - £1,733,000

8. PERSONNEL IMPLICATIONS

N/A

9. LEGAL IMPLICATIONS

N/A

10. PROCUREMENT IMPLICATIONS

N/A

11. PROPERTY IMPLICATIONS

N/A

12. CARBON REDUCTION/SOCIAL VALUE IMPLICATIONS

Detail here any environmental, social or economic implications that have been considered as part of this proposal. This section should consider requirements of the 2012 Public Services (Social Value) Act if procuring goods or services. Authors should detail how the recommendations in this report will lead to a positive impact in terms of the Council's Carbon Reduction ambitions.

12 CUSTOMER IMPACT

Public engagement on elements of the winter activity has been undertaken including the experience of those going through the hospital urgent treatment centre, emergency departments and the Bromley Discharge Single Point of Access.

Proactive public engagement to ensure residents are aware of what services are available and how to access them will be a key strand of the winter preparation and delivery for next winter.

13 WARD COUNCILLOR VIEWS

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Non-Applicable Headings:	[List any of headings 4 to 13 that do not apply.]
Background Documents: (Access via Contact Officer)	[Title of document and date]