

ONE BROMLEY

WORKING TOGETHER TO IMPROVE HEALTH AND CARE IN BROMLEY

Winter Plan 2022/23

September 2022

Bromley 22/23 Winter Plan

The 2022/23 winter plan aims to deliver on the successful elements of the previous year's plan building on specific areas to further strengthen the whole system and respond to new, emerging needs and system changes. The plan is being built on the following key pillars:

1. Increasing system capacity

- Primary Care
- Admission Avoidance
- Increase system bed base
- Discharge
- Mental Health

2. Meeting Seasonal Demands

- Respiratory pathways – Adults and Children and Young People
- Christmas and New Year additional capacity
- Covid-19 and Flu vaccination planning

3. Information Sharing and escalation

- Winter Intelligence Hub
- System Escalation
- Winter Communications and Engagement

All spend and activity will be monitored weekly through the Winter Intelligence Hub reported into the A&E Delivery Board. A formal review will be undertaken in December with any unspent funding reallocated to accommodate presenting pressures.



1. Increasing System Capacity

Increasing system capacity through both BCF winter investment and core system offer as central parts of winter-planning which has been successful to date focusing on:

Attendance and Admission Avoidance - £2,051,628 (£1,829,500 ring fenced for @Home)

- Launch of the One Bromley @Home service virtual bed offer delivering 28-35 virtual beds to support acutely unwell respiratory, frailty, IVAB and palliative care patients to receive care in their own home.
- Additional capacity for the High Intensity User service to increase caseload from 40-70 patients (aim to prevent 150 ED attendances and 150 bed days saved based on preventing 50 admissions).
- Commission dedicated social care capacity in the community to prevent social admissions (3 community nursing home beds, 8 dedicated extra care housing assessment flats)
- Maintain integrated working model for care home residents including access to enhanced treatment bundles for care home residents to prevent the need for hospital-based care
- Continue to expand access to the PRUH Medical Ambulatory Unit for 111/999 CAS clinicians and LAS crews and increase partnership working with GPs via Consultant Connect.

Primary Care - £280,000

- Net increase in number of GP appointments offered locally throughout winter through PCNs and an additional 200 winter GP hub appointments for same day care via 111 and UTCs each weekend throughout winter.
- Provide additional capacity in Urgent Community Response (UCR) to support GPs meet same day emergence care demands for housebound patients
- *Also see priority 2 and 3*

 ONE BROMLEY

1. Increasing System Capacity

Increasing system capacity through both BCF winter investment and core system offer as central parts of winter-planning which has been successful to date focusing on:

Increase the systems bed base to protect acute capacity - £540,830 (£465,830 NHSE/I ringfenced)

- Commissioning dedicated care home capacity at the fair cost of care rate to unlock additional capacity
- Providing additional support to free up to 5 hospice beds per week enabling increased transfer of patients from the acute

Hospital discharge - £1,558,120

- Increased capacity across all discharge pathways throughout winter with an Increase in Home Based Rehab from 3 to 6 patients per day and 22 to 36 bed based patients per month.
- Dedicated commissioned transport for 30-60 patients per week to ensure timely discharge and transport between settings post discharge



1. Increasing System Capacity

Increasing system capacity through both BCF winter investment and core system offer as central parts of winter-planning which has been successful to date focusing on:

Mental Health (funded via SEL ICB)

Oxleas NHS Foundation Trust has put plans in place for the following:

- **Bed Management Meetings** three times a day with the direct input of Senior Management and Deputy Medical Director to reduce delays and avoid barriers to movement across pathways.
- **Enhanced Crisis House – Increased capacity to 7 beds and length of stay from 72 hours to 5 days. Improving both admission** avoidance and decreased number of patients attend ED throughout winter.
- Temporary **increased Acute MH bed capacity – 16 bed ward** within Green Parks House to avoid use of private placements.
- **Home Treatment Team Pool Cars** – improving ability of teams to provide care within people's own homes.
- **Covid 19 Vaccine / Flu vaccine drives** being promoted among workforce – focussed on 80-100% achievement.
- **Enhanced Mental Health Crisis Line is available 24/7** for those experiencing critical mental health problems is in place to provide immediate response and reduce need for service users to attend ED
- **Hospital to Home Service** – jointly run with BLG MIND and Hestia to support Mental Health inpatients to prepare for discharge, assist transition from hospital to home and to connect patients with community services.



2. Meeting Seasonal Demand - £138,790

Focusing on supporting conditions that are at high risk of exacerbation during winter as well as supporting the system during high pressure periods.

Respiratory pathways – Adults and Children and Young People

- Development of high risk patient list with proactive contact to ensure rescue packs are available and patients are aware of how to access community support
- Increase in the number of community respiratory clinics and additional Pulmonary rehab sessions running per week
- Deliver an enhanced offer for paediatric respiratory exacerbation for children and young people to support management in the community.

Christmas and New Year – maintain BAU capacity during bank holiday period

- Enhanced rates to ensure sufficient rota fill for all critical clinical provision during the period
- Dedicated, on-site primary care hub at the PRUH to support redirections and provide access to primary care during the bank holiday period
- Additional capacity within the Urgent Treatment Centres clinical and operational teams to avoid handover delays to ED.
- Maintaining capacity in the hospital discharge team and across all hospital discharge pathways including capacity in domiciliary care and care homes.
- Additional capacity support plan for the acute in the week following New Year when the system will have significant demand pressures.



2. Meeting Seasonal Demand – Covid-19 and Flu Vaccinations (funded outside BCF)

Focusing on supporting conditions that are at high risk of exacerbation during winter as well as supporting the system during high pressure periods.

Bromley are continuing their collaborative approach to flu and covid vaccinations, working across the One Bromley network to deliver a first-class service to all our residents.

Operating a co-administration model, i.e. administering both flu and covid vaccines at the same time for those patients who are eligible for both flu and covid vaccines

Eligible cohorts will be provided their Covid-19 booster and flu vaccinations via:

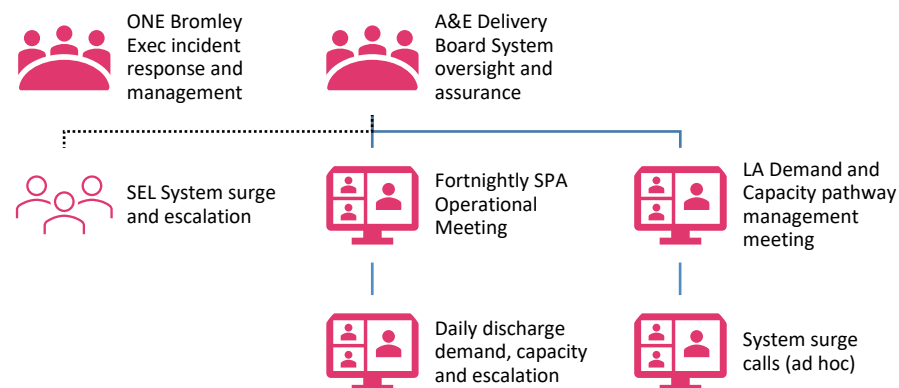
- GP practices - flu stock due to be delivered in September with clinics planned from mid-September; expecting covid stocks from September also.
- Mass vaccination clinic (walk in and appointment based) for eligible general public and front-line staff in the Glades shopping centre – run by King's
- Bromley GP Alliance providing vaccinations for care home residents including registered LD Homes via the Bromleag service
- Housebound patients will be provided vaccinations either by their GP practice or Bromley Healthcare.



3. Information Sharing and Escalation

Activity and demand

- Re-mobilise the system monitoring and tracking structure (see image) to allow for early trigger of system pressure and an effective response
- Clear system escalation in place with agreed action cards for all parts of the system
- Ensuring the Clinical and Professional Advisory Group (CPAG) maintain oversight of any clinical pressures or development to assure of quality and safety



Impact reporting

- Weekly monitoring of winter schemes activity and impact reporting to ensure investment is having a clear impact – overseen by the A&E Delivery Board.

3. Information Sharing and Escalation

- Winter Communications - £30,000

Effective Winter Communication and engagement this winter focuses on:

- Refreshing of the well-received accessible 'Winter Services Directory' describing all services available to support patients [primary care and secondary care version]
- Localising national campaigns and public facing information and advice on what services to use when. This information will be shared through digital and print media (extent of activity will depend on agreement of budget available)
- Continuing advice to care homes and care settings to care for their clients/residents throughout the winter period (predominantly through the fortnightly newsletter and engagement forums).
- Expand the successful flu campaign to also promote Covid19 Boosters (in line with anticipated guidance)
- Utilise the One Bromley 'Making a Difference Together' bulletin to support a system wide comms and engagement plan, maintaining and providing two way communication on winter pressures, updates on winter schemes and capacity and supporting the workforce



Winter Plan - Governance Timeline 22/23

Board / Committees	Meeting	Purpose
One Bromley Executive	15th August 2022	Agreement to strategic direction of plan
A&E Delivery Board	17th August 2022	Consultation on draft plan
A&E Delivery Board	20th September 2022	FINAL PLAN agreed
One Bromley Executive	21 st September 2022	FINAL Plan agreed including financial allocation and KPIs
Integrated Commissioning Board	26th September 2022	FINAL agreement to BCF winter funding allocation
Local Care Partnership	27th September 2022	Overview of final plan, funding allocation (all) and system preparedness
One Bromley Clinical and Professional Advisory Group (CPAG)	29th September 2022	Clinical review and agreement on funding allocation, especially additional NHSE funding
Health Scrutiny Sub-Committee	11th October 2022	Information on final plan
A&E Delivery Board	17th October 2022	Reporting on mobilisation of schemes
A&E Delivery Board	Monthly	Reporting on impact of schemes throughout October 2022 to March 2023 Consideration for any schemes not mobilised for monies to be reallocated (Nov)
Health Scrutiny Sub-Committee	17th January 2022	Progress on winter activity
Health and Wellbeing Board	30th March 2022	Overview of winter activity and impact



Bromley UEC System Winter Preparation



King's Winter Preparation

System development

- Strengthening services and pathways to deliver a more responsive discharge processes. (Emergency front door and inpatient areas)
- Full engagement with our ICS colleagues, CCG partners and specialist clinical pathways (stroke, trauma, critcare);
- Support the health and well-being of staff whilst maintaining workforce development and planning;
- Increase the 'time to care' for our clinical frontline and increase the visibility of senior leaders throughout the hospital;
- Reduce crowding in the Emergency Department by improving LOS for specialty referred patients in the ED;
- Increase non-admitted performance in the ED and work with system partners to reduce HRG1 attendance numbers;
- Establish planned and safe in-patient capacity, including critical care, to meet predicted demand across Bromley pathway;
- Scoping of staffing model to meet winter demands.
- Partnership working across the ICS and One Bromley partners i.e. Development of @Home service, Consultant Connect, Acute Frailty Assessment Unit, Medical Ambulatory Unit – Direct Access for 111/999/LAS and GPs.

Areas of investment

- Due to ongoing pressures throughout the summer many of the 2021/22 schemes will continue in 2022/23 where they have been deemed to benefit patient care and experience.
- Risks will be managed through operational capacity management, and escalation triggers and processes. This will enable early identification of issues and a proactive response to enable the plan to be reviewed and adjusted if needed.
- With regards to assessing the level of risk, the implementation and impact of the different elements of the winter plan will be monitored closely to ensure robust implementation



Oxleas' Winter Preparation

Organisational approach

- Oxleas operates Bed Management Meetings three times a day with the direct input of Senior Management and Deputy Medical Director to reduce delays and avoid barriers to movement across pathways.
- Enhanced Crisis House – Increased capacity to 7 beds and length of stay from 72 hours to 5 days. Improving both admission avoidance and decreased number of patients attend ED throughout winter.
- Temporary increased Acute MH bed capacity – ward within Green Parks House to avoid use of private placements.
- Home Treatment Team Pool Cares – improving ability of teams to provide care within people's own homes.
- Covid 19 Vaccine / Flu vaccine drives being promoted among workforce – focussed on 80-100% achievement.

Key Risks

- Staffing absence from sickness or self isolation – ongoing recruitment in place and nurse bank system to support
- Bed Capacity at risk of fluctuating demand - Business Continuity Plans in place to manage any service disruption that arises.

Key message for communications / Winter Services Directory

- Enhanced Mental Health Crisis Line is available 24/7 for those experiencing critical mental health problems is in place to provide immediate response and reduce need for service users to attend ED
- Hospital to Home Service – jointly run with BLG MIND and Hestia to support Mental Health inpatients to prepare for discharge, assist transition from hospital to home and to connect patients with community services.



LBB's Winter Preparation

System development

- Weekly Demand and capacity meetings supported by project manager ensuring flow through all pathways and preventing additional pressures on Adult Social Care.
- Specific focus on the Christmas period to ensure sufficient dom care capacity to meet need with dedicated ringfenced care home capacity to support admission avoidance throughout the whole of winter.
- Additional staffing across care management, occupational therapy and central Placement Team to respond to increased demand.
- Comms and engagement on winter activity being shared across social care workforce
- Extra Care Housing – 8 dedicated flats to support hospital discharge
- Caring for your resident details being sent to all social care providers with communication on which services to access being shared with providers
- Winter performance information being monitored by Adult Services Leadership Team (ASLT)

Key risks and mitigation

- Ensuring sufficient capacity in the adult social care market to meet seasonal demand being managed through effective provider frameworks and care home market capacity management. Increased resilience in Reablement is also supports the dom care market pressures
- Workforce recruitment in LBB roles being managed through early planning and recruitment also allowing for existing temporary staff to be retained



Greenbrook's (UTC) Winter Preparation

Organisational approach

- To ensure that our staffing levels are in line with anticipated demand to provide best possible service
- Actively promoting clinically appropriate redirection to primary care services
- Clear escalation plans and risk mitigation procedures in place
- Enhanced rate packages are put in place to maximise shift fill for the likely seasonal peaks over Christmas / New Year which tend to be outliers in the usual staffing model.
- Additional floor co-Ordinator post to support shift leads in out of hours period and helps manage the flow and siting of patients. The role will act as patient liaison and will also support the shift lead in being a conduit between the service, ED and patients and can carry out admin tasks, freeing up shift leads for more clinical oversight.

Key risks

- Staffing absence: sickness, self-isolation, competition in recruitment.
- Increased attendances

Risks that remain post mitigation

- Erratic activity, sometimes no rationale for peaks of demand

Key message for communications / Winter Services Directory

- Alternatives to UTC/ED referral promoted, GP Hubs, Pharmacy, Urgent Community Response services



BHC's Winter Preparation

Organisational Approach

- Recruitment strategy to drive down vacancy rates across services
- Deploying a flexible approach between services enabling therapists and nurses to prioritise patients in most need.
- Maintain Urgent Community Response capacity throughout winter to support admission avoidance work, enhance primary care, and provide assurance over festive period.
- Additional funding to support GP OOHs service over the festive period as well as other community services to support admission avoidance.

Key Risks

- Primarily adequate staffing resource to deliver the capacity required - ongoing robust recruitment strategies, strong agency links and a commitment to support and develop staff.
- Challenge to maximise available capacity across 7 days – low discharges on Sat-Mon can result in wasted capacity.

Remaining risks post planned mitigation

- Low discharge rates from Saturday to Monday: requires a system wide approach to seven day working to increase rates of discharge.
- Short term funding increases risk of staff recruitment challenges.



Primary Care Winter Preparation

System Approach

- Covid-19 booster and flu vaccinations for eligible cohorts via:
 - Practice flu stock is due to be delivered in September with clinics planned from mid-September; we are expecting covid stocks from September.
 - Mass vaccination clinic (walk in and appointment based) in Glades shopping centre – run by King's
 - Bromley GP Alliance providing vaccinations for care home residents via the Bromleag service
 - Housebound patients will be provided vaccinations either by their GP practice or Bromley Healthcare.
- Supporting PCNs to mobilise their Enhanced Access Services for going live 1st October – opening times for extended access will be until 8pm on a weekday and 9-5pm on Saturdays.
- All services will continue to run, digital where possible and for the majority of services face to face as deemed clinically necessary.

Key Risks

- The transfer of BGPA Access Hubs to PCN-led Enhanced Access Services could result in less appointments for same day cases (none on Sundays/Bank Holidays) and no ring fenced slots for 111.
- Working with system to mitigate potential loss of CAS and access hub appointments on Sundays and Bank Holidays which aren't being offered as part of the PCN plans i.e. establishing PRUH GP Hub on Sundays and Bank Holidays.
- Covid-19 & Flu self isolation and illness amongst clinicians. ICS will support PCNs to increase rapid response service capacity, locum bank coordination and other mitigating actions.

Winter Communications

- Refreshed Directory of Services for primary care clinicians and System Winter e-bulletin
- Leaflets explaining where residents can get the appropriate services for their care needs.



Bromley Third Sector Enterprise - Winter Preparation

- Training session and information from SELCE to increase staff and volunteers' awareness about how clients can save energy and apply for grants
- Virtual talks with Social Prescribing Linkworkers and their patients (to discuss pre-winter worries and to give quick tips and advice on how to plan ahead for them)
- Supporting Self-Care Week in Nov (in collaboration with other BW pathways, delivering a series of presentations on self-care in winter and on cost of living and how to keep warm, well-fed and support available)
- **Carers:** Leading an event for carers on Carers Rights Day on 25 November.
 - For Young Carers there will be awareness sessions around keeping physically well and also supporting positive wellbeing for the YC's and the people they care for. the flu jab and general sessions on supporting the people they care for during winter and C-19
 - For LD and Mutual Carers Pathways we're planning workshops and additional support around flu jabs, health checks, keeping warm, managing fuel bills and grants where available.
- Developing a wellbeing tutorial and information pack on SAD (seasonal affective disorder) as we anticipate increased referrals around this condition this year
- Developing our annual Christmas support pack
- We will also address the benefits of preventative medical support via a Pharmacist or via 111 and look at the best way to speak with the GP via E-Consult or visiting the surgery.
- Reducing isolation continues to be a priority as does addressing the increase cost of living issues facing our clients.



St Christopher's Winter Preparation

Organisational Approach

- Ensuring maximum covid 19 and flu uptake amongst staff and assessing new staff compliance on recruitment ;
- Ensuring high uptake of influenza vaccine by using occupational health service to administer onsite vaccinations when possible ;
- Enhanced capacity in Choose Home service
- Enhanced recruitment over summer period to support forward planning and any winter scheme needs.

Key Risks

- Changes in IPC guidance around new COVID variances
- Delays in care home placements.

What guidance about your services would you want to promote as part of a Winter Services Directory

- Early referral when a person is recognised as being end of life;
- use of ceilings of treatment;
- ACP and DNA CPR decisions

