

Report to the NHS Somerset Integrated Care Board on 30 November 2023

Title: Winter Resilience Plan	Enclosure H
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Version Number / Status:	1
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Summary and Purpose of Paper

The Winter Resilience Plan has been produced following an assessment undertaken of Key Lines of Enquiry by NHSE. The plan has been produced as a system plan by system partners and this presentation will outline the production process, NHSE rating, key actions, on-going governance, and assurance and how the plan will be maintained as a live document going beyond winter.

Recommendations and next steps

The Board are asked to Discuss and Note our approach to winter resilience, the plan will be monitored through a new System Resilience Group and outcomes will be reported through the System Assurance Forum.

Impact Assessments – key issues identified.

Equality	Nothing specific			
Quality	To note and discuss any relevant quality metrics/risk and clinical outcomes associated with the proposed winter resilience plan.			
Safeguarding	Nothing specific			
Privacy	There are no information sharing implications of this report.			
Engagement	Engagement has taken place with all ICS partners since launch of the NHSE document in August 2023.			
Financial / Resource	No direct implications as no additional winter funds available.			
Governance or Legal	To note the outlined governance process and agree this.			
Sustainability	Nothing specific			
Risk Description	To note the risk and the requirements to mitigate these.			
Risk Rating	Consequence	Likelihood	RAG Rating	GBAF Ref
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Somerset Winter Resilience 2023 - 2024



Our Journey

At the beginning of August 2023 NHSE wrote to all system regarding winter resilience with a key focus on supporting UEC recovery :

- 76% of patients being admitted, transferred, or discharged within four hours by March 2024, with further improvement in 2024/25.
- Ambulance response times for Category 2 incidents to 30 minutes on average over 2023/24, with further improvement in 2024/25.

Following this NHSE also requested systems to undertake Winter Assurance Submission which included: -

1. How will the system work together to deliver on its collective responsibilities?
2. How the 10 high-impact interventions will be delivered (this should be considered alongside recent UEC maturity assessments).
3. Planning for discharge, intermediate care and social care provision (including BCF demand and capacity planning).
4. Information in support of numerical submissions.
5. Escalation plans.

All system partners were engaged through meetings and email exchanges. This resulted in a 79-page KLOE document being shared with NHSE. We received positive feedback, and NHSE were assured by our confidence levels to deliver (System working has likely to move to green)



Our Journey – Continued

In September we held an on-line workshop to further work on the KLOE's in readiness for re-submission.

In October 23 Somerset ICB facilitated a winter planning workshop with multiple partners. As part of this workshop, we asked ICS partners :-

- What has and hasn't worked well in the past?
- What do we need more of or to change?
- How do we measure success?
- How do we share responsibility whilst juggling individual accountability?
- How do we balance national ask with local need?

We asked all ICS partner to also review the 10 high impact interventions

What should we add?

What are you worried about?

What are your confidence levels of the impact?

Positive feedback has been received from ICS partners regarding the winter workshop. ICS partners have requested further workshops be held. These will be planned for January and March.



10 high impact interventions

- 1) Same Day Emergency Care – reduce variation, increasing operating hours
- 2) Frailty – reduce variation, increase recognition of people who would benefit, avoiding admission
- 3) Inpatient flow & LOS (acute) – reduce variation, in-hospital efficiencies and improve P0 discharges
- 4) Community bed productivity and flow – reduce variation & LOS
- 5) Care transfer hubs – implement SOP and achieve at least minimum standards, reduce variation, maximise access to community rehab & prevent re-admission
- 6) Intermediate care demand & capacity – planning, improved access and quality
- 7) Virtual wards – standardisation, prevention of admission & improved discharge
- 8) Urgent Community Response – increase volume and consistency of referrals, ease pressure on ambulance services and avoid admission
- 9) Single point of access – standardisation of urgent integrated care coordination, right care setting, right clinician or team & right time
- 10) Acute Respiratory Infection Hubs – consistent roll out, same day urgent assessment



Priorities

As part of the National Universal Support offer, **Community bed productivity and flow** and **Intermediate Care**, have been chosen by the system, following a maturity review, to be involved in the national support programmes.

The system has also prioritised the implementation of Transfer of Care Hubs within both acute hospitals to improve discharge planning ensuring that patients who no longer require an acute hospital bed are discharged in a safe and timely way, either to their home or to a place in which long-term care decisions can be best made with the appropriate rehabilitation and recovery support, supporting improved flow and improved experience and appropriate care for people who use our services.

These programmes of work are being led by Alison Rowswell and system partners and are some are supported by Newton.



NHS Somerset has developed a dynamic winter plan to support the Somerset system, this has been developed from KLOE exercise, includes the 10 high impact interventions and individual partners plans

Supporting plans:

- SWAST Winter Plan
- Escalation / Surge Plan
- Winter comms plan
- Primary Care Action Plan
- Operation/Performance Plan
- New Opel Rating Plan
- SCC Operational Plan



What's next:

- SHREWD go live beginning of December 23, to enable SCC and system partner to see patient flow throughout the Somerset System in real time.
- New OPEL framework to go live on 1st December 23.
- Focus on 3 weeks over Christmas understanding our demand and capacity and additional actions required.
- Further work with VCSFE partners.
- Frequent resilience touchpoints planned: weekly for COO's and monthly (or more frequently) for system leads.
- National meeting this evening to confirm winter performance and planning confidence.
- Learning from event to be held in May to understand what went well and what do we need to improve in readiness for next autumn/winter.



Thank you

