

<b>REPORT TO:</b>	<b>NHS SOMERSET INTEGRATED CARE BOARD ICB Board Part A</b>	<b>ENCLOSURE:</b>
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<b>DATE OF MEETING:</b>	<b>28 November 2024</b>	
<b>REPORT TITLE:</b>	<b>Somerset Surge and Winter Resilience Plan</b>	
<b>REPORT AUTHOR:</b>	<b>Kirsty Ash, Head of Urgent and Emergency Care</b>	
<b>EXECUTIVE SPONSOR:</b>	<b>David McClay, Chief Officer – Strategy Digital and Integration</b>	
<b>PRESENTED BY:</b>	<b>Alison Rowswell – Director of Localities and Strategic Commissioning</b>	

<b>PURPOSE</b>	<b>DESCRIPTION</b>	<b>SELECT (Place an 'X' in relevant box(es) below)</b>
<b>Approve</b>	To formally receive a report and approve its recommendations, (authorising body/committee for the final decision)	
<b>Endorse</b>	To support the recommendation (not the authorising body/committee for the final decision)	
<b>Discuss</b>	To discuss, in depth, a report noting its implications	X
<b>Note</b>	To note, without the need for discussion	X
<b>Assurance</b>	To assure the Board/Committee that systems and processes are in place, or to advise of a gap along with mitigations	

SELECT (Place an 'X' in relevant box(es) below)	LINKS TO STRATEGIC OBJECTIVES (Please select any which are impacted on / relevant to this paper)
X	Objective 1: Improve the health and wellbeing of the population
X	Objective 2: Reduce inequalities
X	Objective 3: Provide the best care and support to children and adults
X	Objective 4: Strengthen care and support in local communities
X	Objective 5: Respond well to complex needs
	Objective 6: Enable broader social and economic development
X	Objective 7: Enhance productivity and value for money

### PREVIOUS CONSIDERATION / ENGAGEMENT

The Somerset Surge and Winter Plan has been produced in collaboration with the main stakeholders and is owned by all members of the Somerset Integrated Care System. A Winter Planning workshop was held on 10 October 2024 to inform this plan which has been agreed through the Urgent and Emergency Care Delivery Group. An update has also been shared with the ICB Quality Committee and ICB Management Board.

### REPORT TO COMMITTEE / BOARD

This presentation and accompanying Surge and Winter Plan is provided as information and assurance to the ICB Board on the plans in place to increase system resilience through this winter. The Somerset System Surge Plan sets out the arrangements for year-round surge planning and service delivery for System Wide demand and capacity, with a focus on the Winter Period, to support the Somerset Vision and Model of Care.

The surge plan aims to demonstrate that the Somerset system:

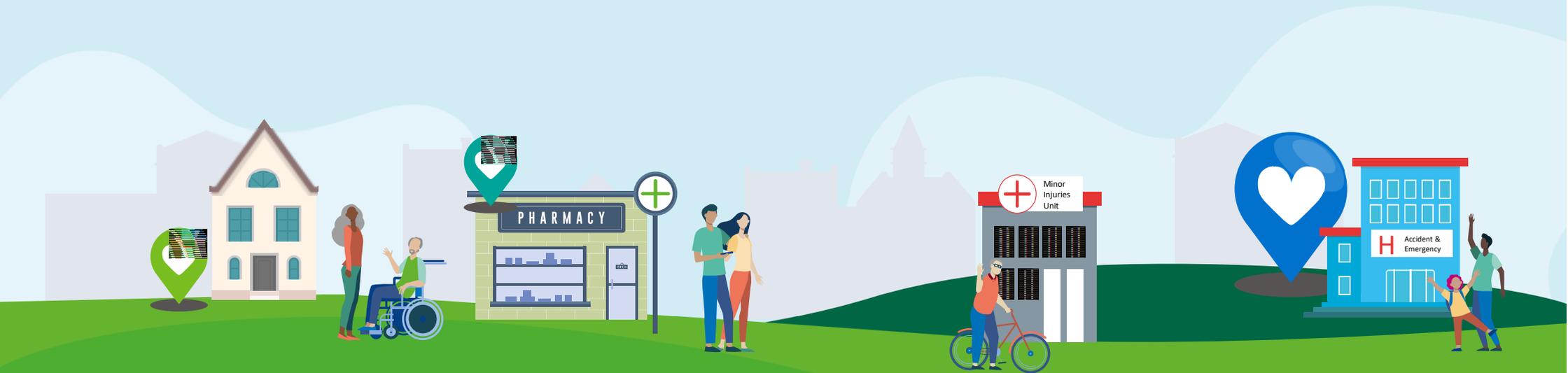
- Reflects a whole system approach to the delivery of services over the next year
- Understands the demand on all sectors and their dependency on one another
- Has a single escalation system and is explicit about the expectations of each organisation, particularly in periods of heightened escalation
- Will ensure that seasonal demand will not compromise patient care, experience and service standards
- Has robust policies and procedures in place to ensure that patients remain safe in our health and care services
- Has identified the potential risks and has actions in place to mitigate against them

**IMPACT ASSESSMENTS – KEY ISSUES IDENTIFIED**

(please enter 'N/A' where not applicable)

<b>Reducing Inequalities/Equality &amp; Diversity</b>	Equality and diversity is at the heart of Somerset ICBs work, giving due regard to eliminate discrimination, harassment and victimisation, to advance equality of opportunity, and to foster good relations between people who share a relevant protected characteristic (as cited in under the Equality Act 2010) and those who do not share it, in its functions including financial performance. The Somerset Surge Plan aims to ensure equity in access to services for all Somerset Residents, even during periods of surge.
<b>Quality</b>	The Somerset Surge and Winter Plan aims to improve the quality of service delivery for patients throughout the year. Governance and Quality are included in the plan.
<b>Safeguarding</b>	The Somerset Surge Plan aims to ensure safe patient care throughout the year. Where potential risks have been identified, actions are being enacted to mitigate against these risks. A safeguarding summary is included in the plan.
<b>Financial/Resource/ Value for Money</b>	Financial and resource implications have been identified as part of the planning process.
<b>Sustainability</b>	N/A.
<b>Governance/Legal/ Privacy</b>	No legal or privacy concerns. Oversight of the Surge and Winter Plan sits with the Urgent and Emergency Care Delivery Group. Daily system operational performance monitoring will be undertaken by the System Coordination Centre.
<b>Confidentiality</b>	N/A.
<b>Risk Description</b>	Risks and mitigating actions have been identified as part of the planning process and are included in the plan.

# Somerset Winter Planning 2024/25



# Introduction

This Somerset System Surge Plan sets out the arrangements for year-round surge planning and service delivery for System Wide demand and capacity, with a focus on the Winter Period, to support the Somerset Vision and Model of Care.

The plan has been produced in collaboration with the main stakeholders and is owned by all members of the Somerset Integrated Care System.

The surge plan aims to demonstrate that the Somerset system:

- Reflects a whole system approach to the delivery of services over the next year
- Understands the demand on all sectors and their dependency on one another
- Has a single escalation system and is explicit about the expectations of each organisation, particularly in periods of heightened escalation
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# Focus and Timeline

Areas of focus within the plan are:

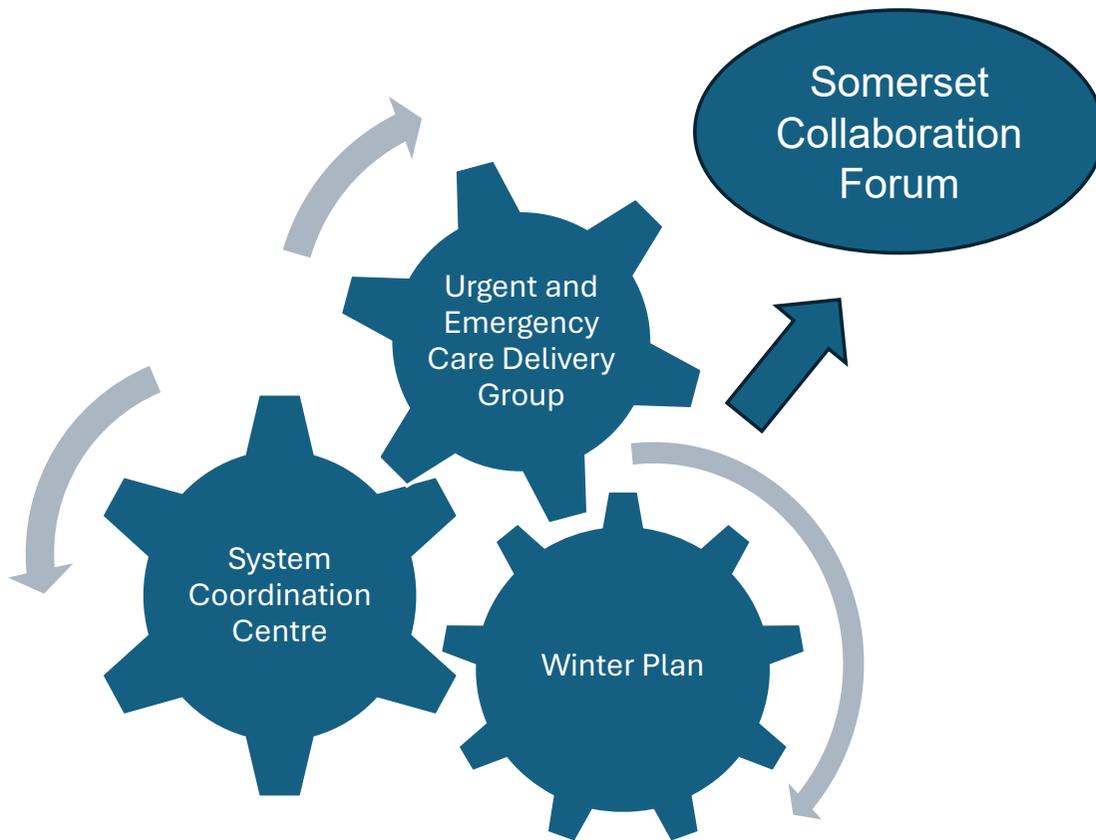
- Governance and Quality
- Escalation Plans
- System Capacity and Plans
- Expected Outcomes
- Workforce
- IPC Surge Plans
- Vaccination Planning
- Communications
- Risks

The plan has been approved as a live working document by the Urgent and Emergency Care Delivery Group. Recognising how pressure changes and evolves throughout Winter, the plan will be updated throughout the Winter Period as appropriate. The plan is being communicated with system partners and is working through the following timeline.



# Governance and Oversight

The ICS Surge and Winter Plan is a shared plan for all the organisations and people who provide health and care services in Somerset.



Oversight of the Surge Plan sits with the Urgent and Emergency Care Delivery Group.

Daily system operational performance monitoring throughout Winter will be undertaken by the System Coordination Centre.

The Winter Plan outlines the proactive approach to winter to ensure the system has enough capacity and resilience in place to deliver against expected outcomes. The Urgent and Emergency Care Delivery Group will monitor performance and take action as required. The System Coordination Centre will provide the reactive daily management – this shows the relationship between the teams to ensure resilience this winter.

Monthly performance monitoring will also be presented to the System Assurance Forum.

# Overview

## Driving forward the 10 high impact interventions:

- Same Day Emergency Care
- Frailty
- Acute Inpatient Flow and Length of Stay
- Care Transfer Hubs
- Community Bed Productivity and Flow
- Intermediate Care Demand and Capacity
- Care Co-ordination Hub
- Increasing Utilisation of UCR
- Increasing Utilisation of Virtual Wards
- Acute Respiratory Infection Hubs

**Support to 7 schemes via the Discharge Fund**, designed to increase capacity in post-discharge care and support improved discharge performance, patient safety, experience and outcome. Examples include:

- Reducing delays in sourcing care
- Supporting the Move2Independence Service
- Additional Social Workers within Intermediate Care to reduce delays



## Overview *(Continued)*

**Maintaining and in some cases extending support through the VCSFE sector, examples include:**

- Household Support Fund
- 4x4 Volunteer Drivers

**Resilience plans in place across all providers including SWASFT, Primary Care, IUCS, Children and Young People, Community and others.**

**Communications plan in place, including**

- Live well this winter
- Building confidence in alternatives to ED



## Expected Outcomes – Ongoing Schemes

There are a number of schemes currently in place, or due to be implemented which are anticipated to have an impact to provide some resilience throughout Winter. It will be important to monitor the success of these schemes and services to enable early action to take place if they are not delivering. The following slides outline the expected outcomes that will be monitored:

Service / Scheme	Outcomes / Metrics	Risks to delivery
Community Bed LoS	<ul style="list-style-type: none"> <li>LoS in community beds to reduce to 30 days by March 2025. By end of December corresponding trajectory target is 33 days (using gradual decrease targets)</li> </ul>	<ul style="list-style-type: none"> <li>NCTR numbers remaining high.</li> <li>Complex PW3 discharges occupying PW2 beds still counted in LOS data.</li> <li>Staffing resource challenges.</li> </ul>
Hospital@Home	<ul style="list-style-type: none"> <li>Increased utilisation of hospital at home capacity will reduce pressure on hospital bed utilisation</li> <li>Increase in referrals for admission avoidance reducing pressure on ED.</li> </ul>	<ul style="list-style-type: none"> <li>Ability of teams to respond in a timely manner to enable admission avoidance Referrals to H@H do not increase</li> </ul>
IUCS ED / 999 Validation	<ul style="list-style-type: none"> <li>Maintain Validation rates &gt;95% for both 999 and ED.</li> <li>Downgrade performance &gt;70%.</li> </ul>	None identified



# Expected Outcomes – Discharge Fund Schemes

Service / Scheme	Outcomes / Metrics	Risks to delivery
Additional social workers within Intermediate Care	Reduce Intermediate Care delays and lengths of stay related to Court of Protection	None identified
Additional Pathway 1 Capacity for South Somerset	Support an additional 2 starts per week from YDH	None identified
Care Coordination	<ul style="list-style-type: none"> <li>• Reduce the number of Cat 3 and Cat 4 ambulances being dispatched.</li> <li>• Increase the number of patients diverted from ED into a community service where an ambulance is on scene</li> <li>• Divert patients away from ED</li> <li>• Modelling on impact to beds and conveyances being undertaken currently</li> </ul>	<ul style="list-style-type: none"> <li>• Crews having knowledge and confidence in contacting the Care Co hub</li> <li>• Ability to divert from CAS call queue into Community Services</li> <li>• Ability of community services to accept anticipated volume of patients</li> <li>• Ability to provide a response to a referral in a timely manner (within 20 mins), enabling referrers (including crews) to leave scene</li> </ul>
Move2Independence Service	To enhance patient recovery and reduce hospital readmission rates by incorporating tailored physical activity programmes into discharge plans. To monitor accepted referrals.	None identified
Pathway 3 Test and Learn to spot purchase placements for YDH	Reduce length of stay within the acute / length of delay for this cohort	None identified
Somerset Ambulance Doctor Car	Increase activity levels but maintain performance treating patients within the community	None identified
Sourcing Care Resource	Reduce delays linked to sourcing care	None identified



## Expected Outcomes – SFT Winter Schemes

The schemes outlined below are being implemented within Somerset NHS Foundation Trust at the two acute hospitals for the Winter Period. It is anticipated that these schemes will see an **improvement in weekend discharges** and this is the metric that will be measured for the majority of schemes combined. The Urgent Treatment Centre will be monitored against seen time.

Service / Scheme	Outcomes	Risks to delivery
Jasmine Ward	Supports the management of patients who have NCTR releasing core ward beds for acute admissions	Minimal risk, open, but remains female 12 beds.
MPH: Junior Dr and Senior Nurse weekend provision	Continuity of care and increase of discharges overall. Safety of patients journey through MPH	Unable to fill shifts.
MPH / YDH: Senior Dr provision for continuity of care and additional ward rounds	Continuity of care and support to junior workforce. Safety of patients journey through acute sites	Unable to fill shifts.
MPH / YDH: 7-day cover to optimise surgical discharges/ elective capacity	Support the consultant and junior and ward rounds	Recruitment.
MPH / YDH: Enhanced discharge capacity	MDT approach to increasing discharges on the weekend .	
MPH / YDH: 7-day site capacity		
YDH Co-located UTC	<b>Improve minors seen time</b> Test of allocated area to support growth in minor activity due to no alternative locally	Calculated on status quo attendances. System support required for no growth.



# Risks

12 Risks have been identified which could affect the impact or delivery of elements of the plan. These can be summarised as follows:

Risk Level	Number of Risks	Details	Mitigations
Low (Green)	3	<ul style="list-style-type: none"> <li>• Winter Fuel payment changes</li> <li>• Flu Outbreaks in Care Homes</li> <li>• Knowledge of winter support</li> </ul>	<ul style="list-style-type: none"> <li>• Winter support Fund</li> <li>• IPC Support and proactive monitor</li> <li>• Website and comms plan in place</li> </ul>
Medium (Amber)	7	<ul style="list-style-type: none"> <li>• Underutilisation of community services (2 risks)</li> <li>• Backlog in sourcing care</li> <li>• Vaccine uptake</li> <li>• High impact interventions do not deliver anticipated impacts</li> <li>• NHS 111 enters national contingency</li> <li>• Demand on Flu Prophylaxis</li> </ul>	<ul style="list-style-type: none"> <li>• Communications &amp; Care Co</li> <li>• Additional Capacity provided</li> <li>• Monitor Vaccine Rates</li> <li>• Monitor and adapt approach</li> <li>• Pan HUC response</li> <li>• As above and flexible use of workforce</li> </ul>
High Risk (Red)	2	Transport	<ul style="list-style-type: none"> <li>• Understand the providers resilience plan</li> <li>• Draw on 3rd party providers</li> <li>• Ensure criteria is understood by wards and adhered to</li> </ul>
		(Junior) Workforce	<ul style="list-style-type: none"> <li>• Senior leaders to support difficult conversations.</li> <li>• Additional senior clinicals are being added to wards from December, once in place risk to be reduced to amber.</li> </ul>

# Next Steps

- A dashboard is being developed to monitor the expected outcomes of the schemes outlined within the plan, which will be shared with the Urgent and Emergency Care Delivery Group when completed.
- Risks will be monitored and updates sought on actions agreed to reduce the risks and any changes to the risk level.
- Daily system operational performance monitoring throughout Winter will be undertaken by the System Coordination Centre (SCC). The SCC will follow the appropriate escalation routes for any concerns. The Head of the SCC is a member of the Urgent and Emergency care Delivery Group and will utilise the monthly meetings for any further discussions required.

