

## Commissioning Partnership Board Report

<b>Decision Maker</b>	<b>Commissioning Partnership Board</b>
<b>Date of Decision:</b>	<b>For Information</b>
<b>Subject:</b>	<b>Oldham Urgent Care System Winter Plan</b>
<b>Report Author:</b>	<b>Nadia Baig Director of Commissioning Oldham CCG</b>

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<b>Reason for the decision:</b>	Update and information
<b>Summary:</b>	The purpose of this paper is to give an overview of the winter planning process for urgent care services underway in Oldham.
<b><i>What are the alternative option(s) to be considered? Please give the reason(s) for recommendation(s):</i></b>	Planning for seasonal increases in demand is essential to support service continuity. The paper outlines the approach being taken across the Urgent care partners in Oldham. The senior leadership team have the ability to flex capacity as required to meet the demands if required.
<b>Recommendation(s):</b>	To note the approach being taken
<b>Implications:</b>	
<b><i>What are the financial implications?</i></b>	The planning process includes use of System resilience funding (CCG allocation) and the Winter Resilience Grant (Local Authority funding) both of these have been through the respective organisation approval processes and this report

is not seeking a decision on these areas.

What are the **procurement** implications?

There are no procurement implications contained within this report

What are the **legal** implications?

No known legal implications

What are the **Human Resources** implications?

An element of seasonal planning is reliance on availability of staff to provide support. Where this is the case recruitment processes are in place. Where providers are being asked to make more capacity available all human resource implications are considered.

**Equality and Diversity Impact Assessment** attached or not required because (please give reason)

Equality impact assessments are in place for individual resilience schemes.

What are the **property** implications

None known

**Risks:**

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Has the relevant Legal Officer confirmed that the recommendations within this report are lawful and comply with the Council's Constitution/CCG's Standing Orders?

No

Has the relevant Finance Officer confirmed that any expenditure referred to within this report is consistent with the S.75 budget?

n/a

Are any of the recommendations within this report contrary to the Policy Framework of the Council/CCG?

No

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**Reason why this Is a Key Decision**

This item is for information and discussion

**List of Background Papers under Section 100D of the Local Government Act 1972:**

**There are no background papers for this report**

<b>Report Author Sign-off:</b>	Nadia Baig Director of Commissioning Oldham CCG
<b>Date: 23 November 2018</b>	

# Oldham Urgent Care System Winter Plan

## 1 Introduction

The purpose of this paper is to give an overview of the winter planning process underway in Oldham. This paper does not seek to provide all the details of individual services. This detail is held by the Oldham Urgent Care Delivery Board and the Urgent Care Programme Board.

The Oldham urgent care system winter plan builds on the plans of previous years and the interventions that have been put in place to manage peaks in demand over the winter period and over the statutory holiday periods. In aiming to achieve continuity of services, the co-operation of all partner agencies is essential and stakeholders have contributed to the development of the Oldham plan.

It has been recommended that plans need to take full account of:

- The need for a robust plan covering the full winter period
- The possibility of a pandemic of flu
- The possibility of an outbreak of seasonal flu or other seasonal illness
- Above normal demands on primary care at that time of year particularly at weekends and public holidays throughout the period
- Potential increased demands on secondary care with increased winter viruses and respiratory conditions
- The need to provide services over the festive period, specifically addressing the 10 day period with 2 festive breaks and 2 weekends (22<sup>nd</sup> December 2018 – 2<sup>nd</sup> January 2019)

## 2 Aim

The aim of the winter plan is to set out the arrangements for the delivery of primary and community care, out-of-hours and hospital services over the winter period to ensure that the provider partners in Oldham respond effectively to periods of high predicted or unpredicted activity, the extended public holiday periods and the possibility of high demand as a result of wide spread illness such as seasonal flu or epidemic viral illness.

## 3 Principles for winter plan 2018/19

Urgent care performance is regulated through the Oldham Urgent Care Delivery board. The chair of this group is Dr John Patterson and urgent care provider partners are members of this group.

There is also a system leaders group with senior representation from acute, community, mental health, social, primary care and commissioning. This group meets on a regular basis and mobilises support where required to the Urgent Care system in Oldham.

The Urgent Care Delivery board reports performance to the Oldham Commissioning Committee and also reports to the North East Sector Urgent Care delivery board.

The development of winter planning for Oldham is a whole system approach, looking at how all partners can work together to support our urgent care.

#### **4 Lessons learnt from 2017/18**

The urgent care partners have worked together to review winter 2017/18 and to develop plans for 2018/19.

There has been support from the North West Utilisation Management team providing analysis of the performance and trends across the urgent care system. The key messages from this analysis were as follows

- There was increased demand in the urgent care system but that this demand was largely predictable. System processes were the main factor affecting patient flow
- There was significant pressure on bed availability on the Oldham Hospital site
- The greatest pressures were felt on Mondays and the days following bank holidays.
- Focus on supply side pressures as these will be longer lasting than demand pressures.
- The need to maintain assessment capacity and bed availability to keep pace with the demand for emergency admissions.
- Make plans for increased pressures on Mondays, Christmas and in early January.

#### **5 The components of the Oldham Urgent Care System Winter plan**

The plans for 2018/19 focus on the following areas

- Supply
- Capacity
- Seasonal pressures

##### **5.1 Supply**

Actions include

- System resilience funding is being used to support urgent care services through the provision of additional beds for acute medicine and paediatrics.
- The discharge ward will change use to increase bed capacity for non elective presentations and will include the development of frailty assessment service.
- Robust reviews of length of stay and a focus on care planning for long stay patients
- A series of Multi Agency Discharge Events to support system flow.
- A re-launch of the patient choice policy across the hospital, intermediate care and reablement.
- Flu vaccinations –all organisations are encouraging staff to take up the offer of a flu vaccination.
- A strengthening of the Discharge to Assess approach as highlighted at 5.2

## 5.2 Capacity

Actions include

- Incentive payments and trusted assessor arrangements in place for care homes to complete assessments within 2 hours for patients waiting to be discharged.
- Block purchasing of care home capacity
- Additional Intravenous therapy service capacity
- Rapid access step up and step down short term nursing and therapy support
- A Bed Every Night – additional communal night shelter accommodation.
- Additional primary care streaming capacity at the front end of the hospital
- Ambulance liaison role in place.
- Arrangements are in place to support any need for additional prescribing support in the event of a flu outbreak.

## 5.3 Seasonal Pressures

Actions to support system resilience over the peak festive season include

- Communications to inform residents about service availability over the festive period.
- All providers to ensure robust plans are in place for the bank holidays, extreme weather and flu.
- Escalation processes and procedures reviewed.
- Work to support provision in areas of greatest needs including EMI beds
- Primary care partners have been asked to look at their capacity over the peak festive season and to convert capacity to 'on the day' appointment availability
- Plans to support cancellation of routine activity to support demand where required.
- Extreme weather plan in development.
- The winter resilience grant has also been used to compliment the above arrangements and includes;
  - Access to Extra care Housing
  - Enhanced payment to home care providers over the festive period to incentivise capacity
  - Seven day Social Work cover at the hospital
  - A strengthening of the Discharge to Assess model with the recruitment of two temporary Nurses to support discharges to care homes with nursing

## 6 Performance and next steps

The performance in A&E against the 4 hour standard of arrival to leaving the department to go home or for onward admission is seen as a barometer of the urgent care system performance.

As highlighted in the performance report at Commissioning Committee the Oldham system performance is challenged. As of Monday 19<sup>th</sup> November A&E performance was at 82.49% (month to date) against a local trajectory of 87.6%. The plans described above are designed to support the system to maintain performance and safe provision of urgent care services for the population of Oldham.

As well as system wide plans for urgent care each partner organisation is being asked to provide assurance of the plans they have in place to support demand over the winter period. The system leaders are working closely together to support the ongoing provision of urgent care services.

A full plan is in place with availability of all services for the Christmas and New Year period. Key information re service availability will be shared with the public and staff.

The Oldham Urgent Care Delivery board works with partners to monitor and manage the system.

## **7 Recommendation to Commissioning Partnership Board**

The commissioning partnership board are asked to note the information in this update on the development of winter plans for the Oldham Urgent Care System.

Nadia Baig  
Director of Commissioning  
22 November 2018