

Frimley ICS System

Winter 18/19 Planning



Frimley ICS

Winter Planning Process 18/19

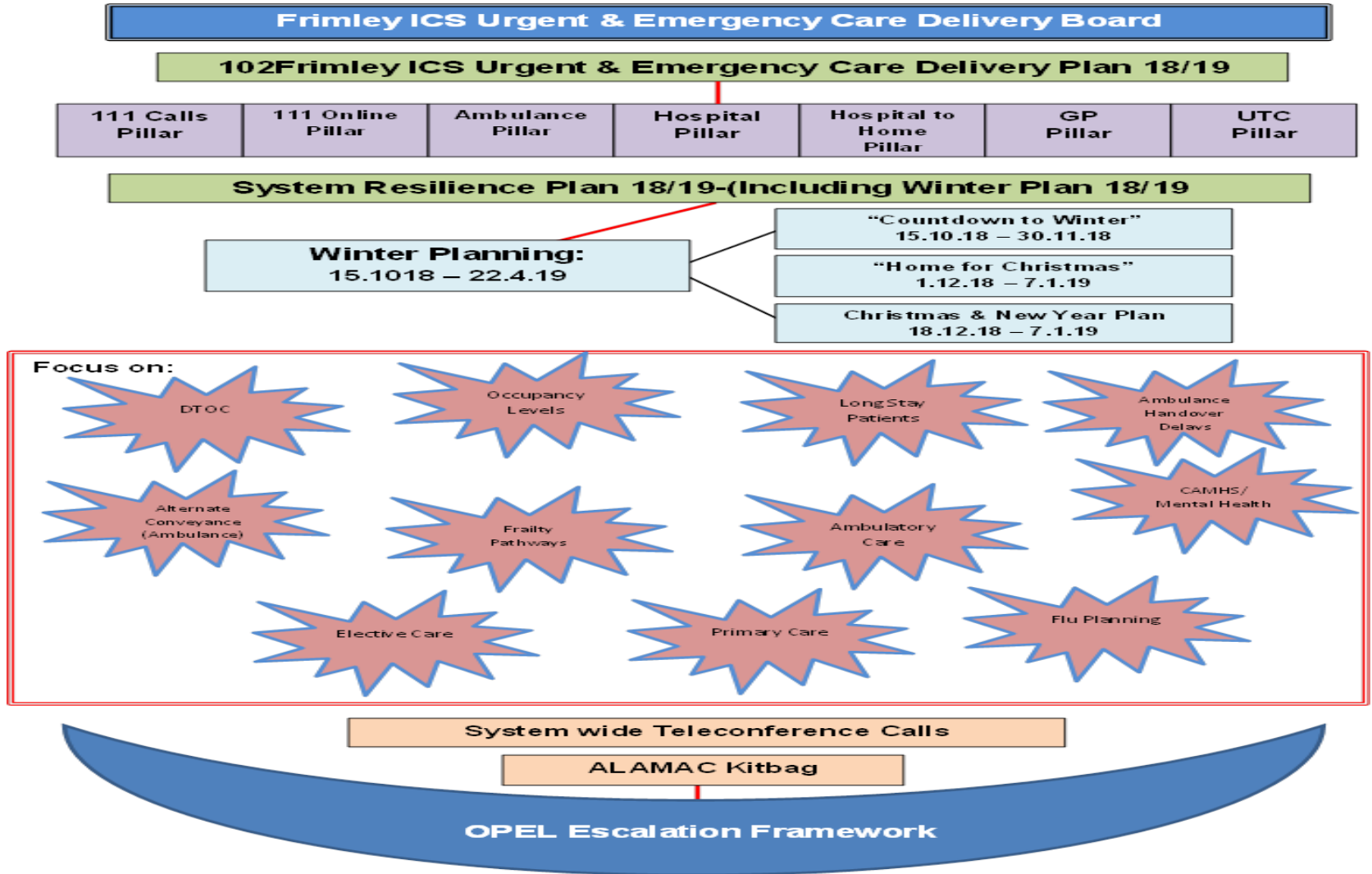
Frimley Health Trust Board

28th January 2019

Planning is not just for Christmas

- Pressure seen in the System is not just during Winter
- Need to Plan for the whole year
- Ensure System is responsive / flexible consistently
- Focussed on NHSE Local Delivery Plan for Urgent and Emergency Care – elements of the Plan still need to be implemented during winter
- This year we have seen many actions from last winter – now “Business as usual” throughout the year.
- Winter Planning is integral to the overall Frimley ICS Resilience Plan 18/19

System Planning & Resilience



Supporting the Delivery of Elective and Emergency Care - Our Focus

Areas of focus:
• Trust Demand and Capacity Plans
• Flexible of Clinical Workforce
• Reducing the number of long-stay patients in hospital
• Reduce the number of beds occupied by long stay patients by 25%
• Agree enhanced winter support from local Social Services
• Community Providers - Bed Base
• Triaging patients away from the A&E Department and admitted pathways
• Minimise Ambulance Handover delays
• Healthcare worker flu vaccination
• Primary Care
• Mental Health

Winter Planning: Key Objectives

To ensure that the Frimley Health Integrated Health and Care System:

- Is **Resilient** throughout the winter period - providing safe, effective and sustainable care for the local population
- Has sufficient **Capacity** available to meet likely demands over winter
- Is able to deliver quality **Care** for Patients/clients in the most appropriate setting
- Is able to **Achieve** National and Local access targets and trajectories across the System
- Is compliant with winter planning National Guidance and also includes the **Pillar Actions for Urgent and Emergency Care**
- Has learnt from previous winters locally and from **other Systems** and **applied best practice** to service delivery to ensure safe and effective patient flow
- Promotes **Prevention** and supports self-care, encourage residents to prepare for winter and cold weather
- Maximises **Flu Vaccinations** uptake
- To raise **awareness** amongst the public of the most suitable place to go for different levels of care

Winter Planning 18/19

The process

- **Winter Planning Started May 18**
- April 18 - Review of Winter Plan 17/18 – Agreed Recommendations for 18/19 Plan
- A Winter Checklist for 18/19 completed by all System Partners in order for Frimley ICS Urgent and Emergency Care Delivery Board and System Partners to assure themselves that there is robust winter planning being prepared for and being undertaken for winter 18/19
- NHSE letter in September 18 requested a number of areas to focus on – All Partners responded to these focus areas. NHSE Submission made.

Winter Planning

- **“Countdown to Winter”** Plan produced – Activated (15.10.18 – 30.11.18)
- **“Home for Christmas”** Plan produced – Activated (1.12.18 – 7.1.19)
- Social Care Winter Allocation – Agreements made
- U&E Care Transformation Funding £249,000 – 3 Schemes
- Primary Care Additional appointments – South 15,000+ and North 19,000+ appointments
- Christmas and New Year NHSE Assurance (18.12.18 – 7.1.19)
- U&E Care and Mental Health NHSE Assurance Templates

Initial Risks to the Delivery of Frimley ICS System Winter Plan 18/19

Risk/ Issues	Mitigating Actions
<p>A&E Performance – Achieving 90% consistently during Winter 18/19.</p> <p>95% by March 19</p>	<ul style="list-style-type: none"> • Frimley Health have developed an A&E Recovery Plan that is part of the overall Urgent and Emergency Care Local Delivery Plan 18/19. <p>This is being closely monitored at the appropriate UCOG Meetings and at the Frimley ICS Urgent and Emergency Care Board</p>
<p>Workforce shortage – including the Ambulance service, Social Care, Medics at the Acute Site in ED, Therapists (OT's) GP, Nurses, 111 call handlers</p>	<ul style="list-style-type: none"> • Recruitment campaigns ongoing • Use of Agency and Temporary Contracts • Looking at working across organisations regarding recruitment and rotation of staff
<p>Lack of Care Home Capacity (affordability)</p>	<ul style="list-style-type: none"> • Focussing on care given in the Home • Working in close partnership with Care Homes around Winter Resilience
<p>Lack of Inpatient Beds</p>	<ul style="list-style-type: none"> • Focus on reducing Length of stay for all patients • Focus on reducing Patients with Extended Stays • Focus on effective and timely discharges • Focus on Community beds Length of Stay • Admission avoidance • Agreement of Pathways that doesn't require admission
<p>Elective Patients not being treated within targets</p>	<ul style="list-style-type: none"> • Ensure appropriate ring fencing of beds for Surgery • Appropriate planning to take into account Christmas and New Year Holidays • Focus on Length of stay in elective patients

Initial Risks to the Delivery of Frimley ICS System Winter Plan 18/19 Cont'd

Risk/ Issues	Mitigating Actions
Elective Patients not being treated within targets	<ul style="list-style-type: none"> • Ensure appropriate ring fencing of beds for Surgery • Appropriate planning to take into account Christmas and New Year Holidays • Focus on Length of stay in elective patients
Impact of Flu (individuals / Pandemic) for patients and staff	<ul style="list-style-type: none"> • Ensure maximise take up of Staff • Ensure patients are vaccinated • Ensure Social Workers Vaccinated • Encourage Care Home staff are vaccinated • Heightened and early Comms Messages • Clarity from PHE
Pace and scope of implementation of the ICS Urgent and Emergency Care Delivery Plan 18/19 – Delivery of the Plan	<ul style="list-style-type: none"> • Clarity of message around the Plan ensuring “Evolution” at pace.
Staff “ Fatigue ”	<ul style="list-style-type: none"> • Supporting Teams to work smarter not harder • Listening to their feedback around what is working and what isn't • Presenting the opportunities not just another initiative • Strong leadership
Behaviour of the public remaining the same around using A&E Services	<ul style="list-style-type: none"> • Strong Communication Plan • Continuous messaging • ED's informing patients alternative access
Appropriate Seven Day services available	<ul style="list-style-type: none"> • As part of the Urgent and Emergency Care Local Delivery Plans, and gaps will be identified and addressed where possible to mitigate the risk

Winter so Far.....

Winter So Far



Challenges / Risks we thought we may face....

As at Mid Jan 19 - So far.....

- Staffing across Health and Social Care
PARTLY
- Care Home availability during Christmas and New Year **X**
- Mental Health Beds **X**
- Adverse weather impact **X**
- Flu impact (unpredictability) **X**
- Super Escalation **X**
- Other System's Resilience impact **X**

Local / National Picture

December 17 v December 18

- National **4 Hour Performance** in December 18 was 86.4% compared to 85% Dec 17, Frimley Health Performance was 87% Dec 18, compared to 84% December 17
- Nationally, there has been a **growth** in **A&E attendances** in December 18 of 2.1% compared to December 2017. For FHFT = 0.8% growth in Dec 18
- Nationally, there has been a **growth** in **non elective admissions** in 2018 of 4.6% compared to December 2017. Frimley Health saw -4.5% (reduction) in average daily admissions in 2018 v December 2017 - (223.3 v 213.2 per day average - Dec 18)

Local / National Picture

- Most Systems in the South East Region have been on OPEL 2 and OPEL 3 consistently.
- Few Systems escalated to OPEL 4 – lots of scrutiny – NHSE on site – Reporting to Health Minister. One Trust on OPEL 4 (for over 12 days)
- Flu and D&V has not yet “taken a hold” this year
- Other Systems seen capacity challenges but improving position Nationally on long stay patients and DTOC

Frimley Health Trust
April 17 – End Dec 17 V
April 18 - End Dec 18

Areas	Frimley Health 2017	Frimley Health 2018	Increase/decrease
A&E Performance	90.7%	89.2%	-1.5%
Attendances	176,288	183,762	+4.2%
Non Elective Admissions via A&E	56,151	61,328	+9.2%

**Christmas and New Year
18/19**

**Frimley ICS
Initial Review**

Frimley ICS – Common Themes

- Apart from instances of poor 4 hour performance in ED – this winter “feels” so much better than previous years
- High number of breaches occurring late evening and overnight
- Excellent partnership working – Community Bed delays minimal and good flow
- No Mental Health issues Christmas and New Year causing delays
- Bad weather has not yet impacted on capacity and flow
- Extra private transport Crews being used by the Trust
- Flu / Infection Control Issues not impacted on flow
- How Christmas and New Year fell this year (Days of the week) did help with some recovery
- No major issues with Ambulance Handover Delays

**Christmas and New Year
18/19**

**Frimley North
Initial Review**

High Level Summary - North

- In the 34 days from 18/12 until 20/1 there have been 11 occasions when WPH has been below 80%, the worst performance was 13/1 @ 66%
- Attendances – average of **329.3** over Christmas & New Year period / average of **350.1** between 7th & 20th January
- Admissions – average of **109.3** over Christmas & New Year period / average of **117.3** between 7th & 20th January
- Medically Fit List – average of **53.8** over Christmas & New Year period / average of **70.9** between 7th & 20th January
- Only 3 handover delays of 60+ mins for the period 17/12/18 to 06/01/19, total of 1979 handovers between 17/12/18 and 06/01/19. Resulting in 105 delays over 30 mins (5.3%)
- Flu not as prominent as last year, however, Flu outbreak at Windsor Care Centre confirmed on 28 Dec 2018.
- East Berkshire Out of Hours reporting that Christmas period was quiet (34% less activity on 25/12 & 14% less activity on 26/12 compared to Dec 2017) but starting to get busier as of Jan 2019
- 111 was extremely busy the weekend before Christmas and staffing (Call Handlers & Clinicians) has continued to be an issue

(WPH) 4 Hour Performance

Measure	Week	Year	18-Dec	19-Dec	20-Dec	21-Dec	22-Dec	23-Dec	24-Dec	Weekly Average		
(WPH) 4 Hour Performance	Week 1	2017	86.2%	79.8%	89.3%	93.9%	90.1%	74.7%	96.3%	87.2%		
		2018	68.1%	79.1%	91.5%	95.9%	96.2%	87.4%	94.1%	87.5%		
				25-Dec	26-Dec	27-Dec	28-Dec	29-Dec	30-Dec	31-Dec		
	Week 2	2017	95.7%	76.2%	66.3%	83.4%	89.6%	71.8%	68.4%	78.8%		
		2018	96.2%	95.4%	95.0%	86.4%	75.6%	79.0%	86.0%	87.6%		
				01-Jan	02-Jan	03-Jan	04-Jan	05-Jan	06-Jan	07-Jan		
	Week 3	2018	69.7%	70.6%	66.8%	78.2%	91.8%	90.0%	77.0%	77.7%		
		2019	89.4%	85.0%	75.3%	82.9%	84.0%	90.5%	73.9%	83.0%		
										3 Week Avg	17/18	81.2%
											18/19	86.0%

- Overall 4 Hour Performance has improved over the Christmas and New Year period 18/19, rising from an average of 81% in 17/18 to 86% 18/19.
- This increase is highest during the week between Christmas Day and New Years Eve where performance is 9% higher than the same period 18/19

(WPH) Outliers

Measure	Week	Year	18-Dec	19-Dec	20-Dec	21-Dec	22-Dec	23-Dec	24-Dec	Weekly Average	
(WPH) Number of Outliers	Week 1	2017	28	26	26	16	16	5	9	18.0	
		2018		26	30	26	24	39		29.0	
				25-Dec	26-Dec	27-Dec	28-Dec	29-Dec	30-Dec	31-Dec	
	Week 2	2017	16	31	40	53	50	44	51	40.7	
		2018	16	32	25		32	27	32	27.3	
				01-Jan	02-Jan	03-Jan	04-Jan	05-Jan	06-Jan	07-Jan	
	Week 3	2018	59	55	52	59		55		56.0	
		2019	28	33	30		21	21	19	25.3	
	3 Week Avg										
											17/18
										18/19	27.2

- Overall there have been an average of 11 less Outliers per day over the Christmas and New Year period in 18/19 than there were 17/18, decreasing from an average of 38 per day to 27 per day.
- This decrease was highest during the week from 1st to 7th January 19 with an average decrease of 31 outliers per day. During the week before Christmas, outliers increased by an average of 11 per day.

Frimley North

Main Issues / Observations

- BHFT – Community Beds Pilot has helped to support patient flow
- Patient Transport – due to staffing, the HALO was not permanently on site at WPH. This role has now been recruited to but has led to some transport delays over the Christmas & New Year period.
- Reduced staffing levels at the Trust over Christmas & New Year , this has also been an issue reported by LA's, due to unplanned leave

Frimley North

Main Issues / Observations cont'd

- Lack of ITU capacity
- Good flow through the hospital post ED
- Ward 17 at WPH cleared of patients by 21/12 (and now re-opened as a Medical Ward)
- Buckinghamshire step down & discharge was improved this year following additional provision being available
- Access to Highways beds has been an issue over Christmas & New Year, the specification for these beds is under review by Slough UA
- LA's have reported a handful of cases where patients have been discharged without full assessment (potential for unsafe discharges)
- Ongoing work with Ill to fully utilise direct booking into SWIC and St Marks to prevent A&E attendances

**Christmas and New Year
18/19**

**Frimley South
Initial Review**

High Level Summary - South

- 4 Hour Performance 18/12/18 – 7/1/19 – **88% 18/19 v 84% 17/18**
- No System Escalation higher than OPEL 2 - AMBER
- Trust Escalation - OPEL 1 or OPEL 2 except OPEL 3 (RED)
3 days - 8/1 (90.9%), 14/1 (78.8%), 15/1 (75%)
- Minor 4 hour Breaches low (apart from 30/12)
- Admissions via A&E – consistent except - 106 18/12, 101, 30/12, 121 2/1 (compared to mid 70's – 90's early in December)
- Discharges – maintained well (average mid Dec 160) 18/12 186
- Consistent numbers of ambulances attending (average early Dec 90), High number seen on 19/12 108 and 29/12 110
- Only 1 Ambulance Handover delay over 60 mins (19/12/18)
- DToC – 13 as at 27/12 and 22 patients as at 20/12 – Lowest for a some time

(FPH) 4 Hour Performance

Measure	Week	Year	18-Dec	19-Dec	20-Dec	21-Dec	22-Dec	23-Dec	24-Dec	Weekly Average	
(FPH) Whole System Performance (4 Hour)	Week 1	2017	88.3%	79.7%	89.1%	90.4%	89.5%	90.4%	90.6%	88.3%	
		2018	88.6%	82.3%	96.2%	96.3%	87.9%	93.6%	96.4%	91.6%	
				25-Dec	26-Dec	27-Dec	28-Dec	29-Dec	30-Dec	31-Dec	
	Week 2	2017	91.7%	84.5%	75.8%	84.5%	81.3%	81.8%	69.5%	81.3%	
		2018	97.5%	92.1%	93.3%	93.2%	81.8%	78.9%	89.0%	89.4%	
				01-Jan	02-Jan	03-Jan	04-Jan	05-Jan	06-Jan	07-Jan	
	Week 3	2018	82.9%	79.0%	70.5%	78.2%	74.4%	84.5%	96.1%	80.8%	
		2019	76.1%	79.6%	83.3%	81.5%	83.9%	94.9%	89.9%	84.2%	
	3 Week Avg										
	17/18										83.5%
	18/19										88.4%

- Overall, 4 Hour Performance is better in 18/19 than it was last year over the Christmas and New Year period, increasing to an average of over 88% in 18/19 from 83.5% last year.
- This rise is highest during the week between 25th and 31st December where performance increased by 8%.

(FPH) 4 Hour Breaches

Measure	Week	Year	18-Dec	19-Dec	20-Dec	21-Dec	22-Dec	23-Dec	24-Dec	Weekly Average	
(FPH) Number of Breaches for 4 Hour Target	Week 1	2017	41	64	33	30	32	31	33	37.7	
		2018	37	53	11	12	37	21	10	25.9	
				25-Dec	26-Dec	27-Dec	28-Dec	29-Dec	30-Dec	31-Dec	
	Week 2	2017	21	50	75	50	61	59	98	59.1	
		2018	6	22	23	23	58	78	30	34.3	
				01-Jan	02-Jan	03-Jan	04-Jan	05-Jan	06-Jan	07-Jan	
	Week 3	2018	59	70	96	66	78	46	11	60.9	
		2019	79	67	54	58	50	16	34	51.1	
	3 Week Avg										
											17/18
										18/19	37.1

- Overall there have been on average over 15 less, 4 Hour Breaches per day over the Christmas and New Year period in 18/19 than there were 17/18, decreasing from an average of over 52 per day to 37 per day.
- This decrease was evident in all 3 weeks but was highest during the week from Christmas Day to New Years Eve 18/19 with an average decrease of 25 breaches per day.

Frimley South

- **Main Issues / Observations**
- ED has been an issue in relation to deteriorating Performance
- 3 x Dr's went off sick in ED for 2 days, ED Nurse In Charge had to cover ED Manager role too – 31/12, 1/1
- Quick recovery in the morning's following High breaching overnight which may indicate a “process / personnel issue”
- Number of patient delays remained stable
- No major issues with Ambulance Handover delays
- Have triggered the NHSE Winter Triggers on occasions

Frimley South

Main Issues / Observations cont'd

- Good flow through the hospital post ED
- Good flow out of hospital consistently
- Opened 10 beds (Virgin Care) (2/1 – 5 initially)
- Increased number of Medical Outliers to over 35 when breaching heavily post New Year
- 21 Hale Beds not opened until 15/1/19 – now being monitored closely
- Partners have bridged PoC to avoid delays
- Winter ASC Beds available
- Didn't see the issues in Care Home staffing / Assessments post New Year
- Higher acuity of patients seen post New Year

In Summary

- Despite the deterioration A&E Performance for the Trust it is still “amongst the majority” – doesn’t reflect the excellent work / flow seen throughout the Hospital and Community
- System has “coped” much better this year
- System much more responsive this year
- Still lessons to be learnt from this year
- Have triggered National Winter Triggers and responded to NHSE accordingly
- Half Term and Easter Planning yet to take place.....
- Winter officially ends 23rd April 2019
- **Winter Planning 19/20 commences - May 2019 !!**