

NHS response to winter in Kent 201819

To: Kent Health Overview and Scrutiny Committee

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1.0 Purpose

1.1 This report provides a briefing to the Kent Health Overview and Scrutiny Committee that describes the performance of the Health and Social Care system winter plans for winter 2019/19.

2.0 Background

2.1 Historically, the effects of winter have been shown to place additional pressures on health and social care services across Kent. This is caused by a number of issues including an increase in respiratory illness, increased slips and falls and the impact of seasonal influenza.

2.2 The key vehicle for winter Preparedness and Response activities are the Local A&E Delivery Boards that were established in 2016. Kent has four Local A&E Delivery Boards (LAEDB) covering Dartford, Gravesham and Swanley; East Kent, West Kent and Medway and Swale. Kent County Council is a core member of each of these groups and is represented on them by an Executive Director.

3.0 Winter Assurance

3.1 NHS England and NHS Improvement set a clear expectation that all Local A&E Delivery Boards would have in place robust plans to deliver the urgent care standards and to ensure that plans are in place to effectively manage winter pressures.

3.2 Therefore ahead of winter 2018/19 NHS England Kent, Surrey and Sussex (South East) and NHS Improvement facilitated a dual assurance process, via self-assessment and peer review, which required Local A&E Delivery Boards to provide assurance that they have put in place preparations for the winter period.

3.3 This included a review of the key actions being taken to improve on last year's plan, delivery of the national ten high impact interventions, the flu programme for staff and patients and work on Delayed Transfers of Care.

3.4 LAEDB Winter Plans were assessed through a two-part bipartite process. A workshop for LAEDBs to share good practice between LAEDB systems, to develop common escalation criteria and provide guidance on effective teleconferences were held in September.

3.5 Winter Plans and escalation plans were reviewed locally with sessions held with LAEDB members to focus on escalation triggers, problem solving and team working.

4.0 Winter Performance and Reporting 2018/19

4.1 Winter 2018/19 was a challenging year: alongside the usual increased winter demand, although temperatures were higher than average the level of demand continued across the South East Region and in Kent. Flu was a interesting profile in 2018/19. There was an identified peak later in the season which coincided with a later drop in temperature compared to last year.

4.2 A new Programme Management Office (PMO) approach was adopted in the South East led by Daniel de Rozarieux, UEC Transformation and Operations Director, NHS England and NHS Improvement – South East Region. This allowed a coordinated response throughout winter, resulting in a single point of contact and fewer escalation calls for the system through to

4.3 a New OPEL rating paper was introduced in December 2018 which was initially challenging however the PMO approach allowed for a streamlined response when systems were challenged.

4.4 In Kent, the Kent and Medway Sustainability Transformation Partnership (STP) through their Winter Lead Jon Amos and subsequently Ivor Duffy coordinated a weekly Winter resilience conference call with CCG urgent care leads. This call fed into the NHS England and NHS Improvement Weekly Operational Look Forward (WOLF) meeting where Kent was represented with other systems across the South East.

4.5 Kent have submitted to NHSE/I, a return summarising the schemes implemented for winter and use of the funding across health and social care.

5.0 Debriefing

5.1 There have been a number of debriefs throughout the winter period to ensure lessons were identified and addressed ahead of future peaks in demand. These have taken a number of different formats:

- A Christmas and New Year informal debrief was held on the January 2019 weekly system teleconference call.
- An informal debrief was held on the Thursday system calls after the February half term and again before the Easter bank holidays in April.
- All Local AE Delivery Boards have undertaken system debriefs.
- The full winter Kent, Surrey and Sussex Local AE Delivery Board debrief was held on Thursday 25th April 2019.

5.2 A key lesson from 2017/18 winter included the need for better communications about both the strains of Influenza, vaccination effects and Influenza management; care home support for Influenza outbreaks and antiviral distribution plans. This learning was applied for 2018/19.



5.3 For 2018/19 the invitation to attend the full winter Kent, Surrey and Sussex Local debrief went to all Kent, Surrey and Sussex local system winter directors/ leads to get their reflections to help shape priorities. The focus of the meeting was to agree the plan over the summer months to support better ways of working and delivery from the autumn and beyond. Attendees included representatives from CCGs, STPs, Social Care, Primary Care, Local Government Association and NHS England and NHS Improvement colleagues.

5.4 There has been a continued improvement in relationships and partnership working over the Winter 2018/19 period. The dedication of staff across all sectors was recognised and praised. A number of initiatives were also recognised as positively impacting on performance and patient experience such as home first and discharge to assess schemes, improvement in delayed transfers of care and support for care homes. Access to a care home capacity tracker was rolled out in January 2019 to allow local teams access to availability across the care home sector. This was used and adopted alongside existing systems within Kent County Council.

5.5 Three key areas for focussed planning ahead of winter 2018/19 were consistent escalation metrics, a review of out of hospital attendance avoidance schemes and in hospital admission avoidance schemes to identify best practice and interoperability of IT systems working across the community. The use of SHREWD was identified as a positive approach when adopted across all the organisations allowing ease of access to individual organisations and system escalation status.

6.0 Conclusion

6.1 All lessons have been captured in the relevant debrief reports and an action plan developed for implementation during the Summer Operating Model ahead of winter 2019/20. This is led by the PMO with the Kent and Medway STP engaged through their identified Winter Resilience Director.

6.2 The HOSC are asked to note the content of the report.

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