

# **NHS Kent and Medway Winter Plan**

## **Background**

Creation of a Winter Plan is a statutory requirement for integrated care boards. This paper explains the process and headlines contained within it. The ICB has produced a comprehensive plan, linking to national priorities, while also incorporating lessons learned from previous year.

We received local guidance from the south east region of NHS England in August and a letter was published nationally by NHSE on 16 September.

Key themes within these were to maintain bed bases, support people to stay well and ensure we maintain patient safety and experience across all our services.

The main national areas of focus are:

- Same day emergency care (SDEC)
- Single point of access (SPOA)
- Virtual wards
- Urgent and emergency care (UEC) high impact changes
- Maintain elective activity.

An additional letter was received from NHSE on 12 November providing four additional key components for delivery over winter, these are:

1. Vaccination and immunisation of eligible patients and staff.
2. Segmentation of the population and wrap around support for patients to keep them well and avoid admission in a crisis.
3. ICB's assurance that sufficient capacity exists within SPOAs to ensure appropriate plans can be put in place and that outcomes from SPOAs are regularly reviewed.
4. Work is in place to reduce the average length of stay for non-elective pathway 0 patients by an average of one day at system level and to reduce variation across clinical specialties.

A whole-system plan has been developed, which combines the various elements and requirements that covers the continuum of care across primary, community, acute, mental health and social care.

Using data analysis to review previous assumptions and predict demand, including public health information, modelling has been carried out to predict particularly busy periods during winter and where the toughest areas will be.

The plan includes surge plans, capacity and demand predictions, improvements to mitigate demand, urgent emergency care assurance and localised health and care partnership (HCP) plans.

This pack was submitted to NHSE on 29 November.

## Headlines

A number of winter events were held, including two system-wide events, one primary care focused and each of the four HCPs held their own events, to bring together subject matter experts from across the system.

From the first event, in July, a list of 13 priority projects were identified as needing to be in place to support the system over winter. They are:

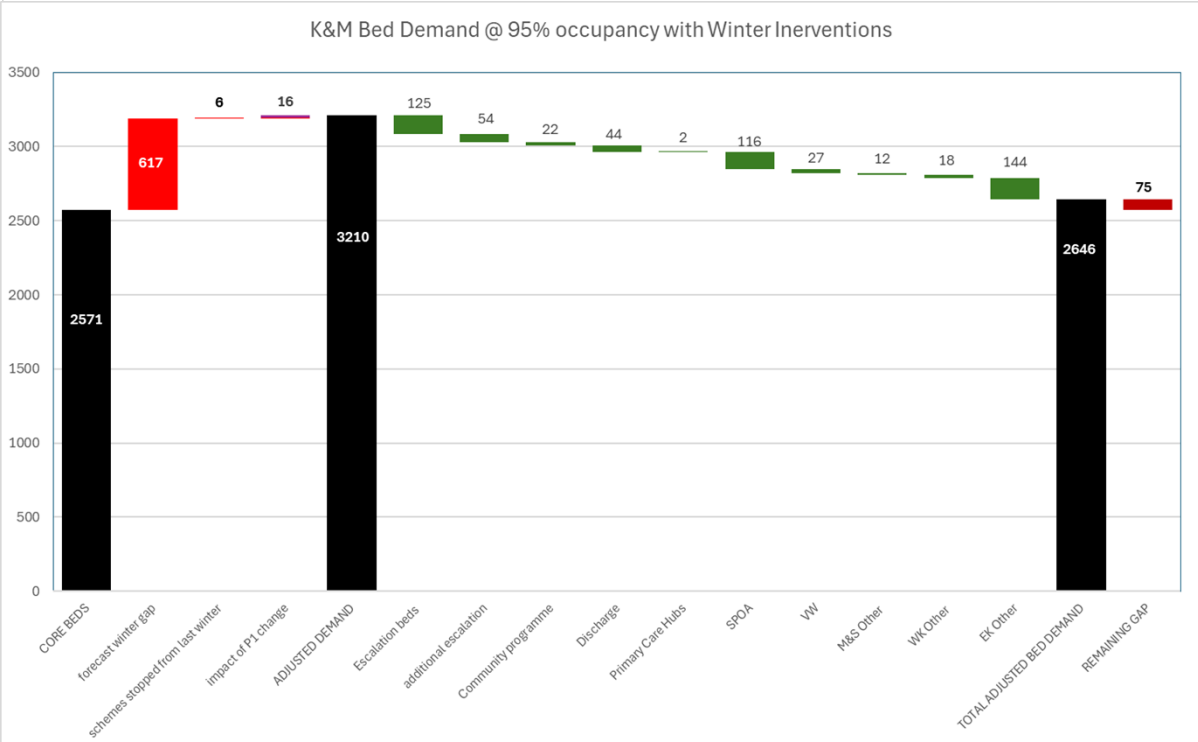
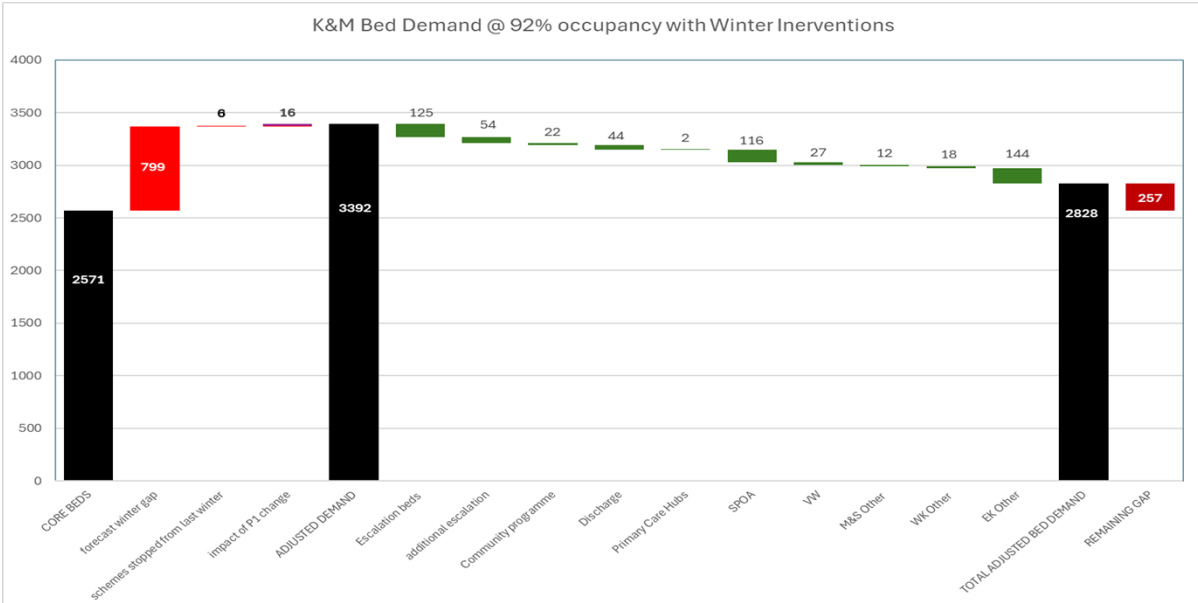
- adult and paediatric respiratory
- identifying the top one per cent of people who need support, including frailty
- primary care hubs
- better use of beds
- VCSEF engagement
- Pathway 0 Discharge Taskforce
- nursing home and care support
- high intensity users
- single point of access (SPOA)
- same day emergency care (SDEC)
- two-hour response/urgent community response (UCR)
- virtual wards.

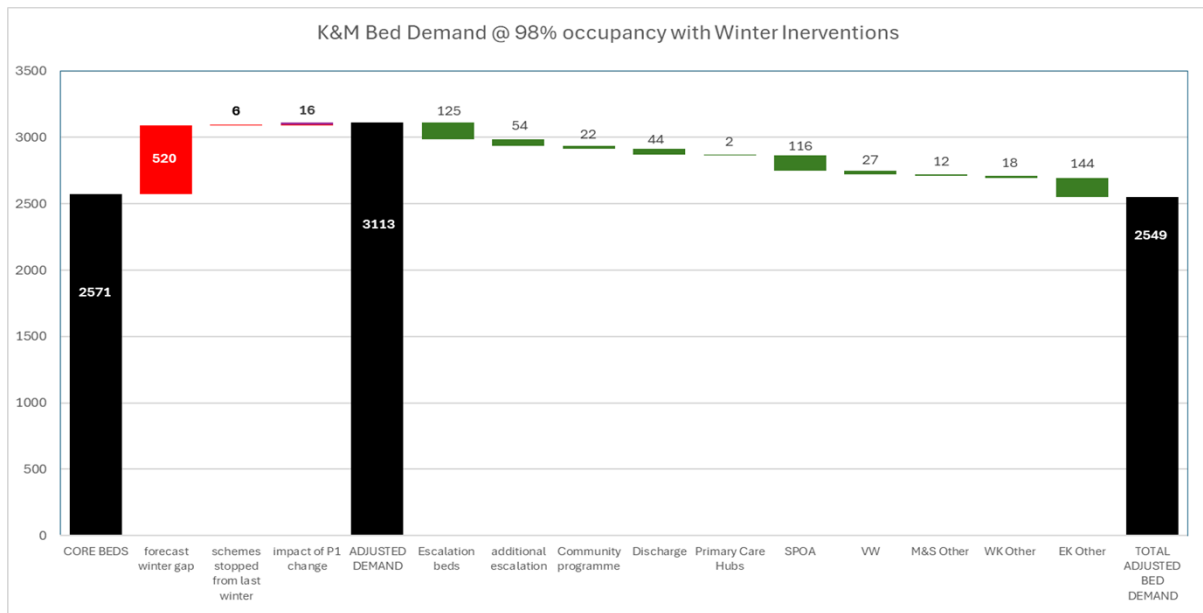
Each of these projects are being facilitated by the ICB with key system partners to create or use existing steering groups to continually monitor progress over the past few months in preparation for commencement of the expected winter peak around 24 December.

As with previous years, the planning cycle has been data driven, based on forecast data to identify potential gaps in access to care defining and implementing mitigations and risk management.

One of the key components of the winter plan is modelling of expected requirement for beds and capacity of the system. A waterfall graph is produced to show how all the schemes focused on creating more capacity are factored in and what gap may remain.

Bellow you can see the waterfall graphs we have modelled for various predicted occupancy levels as looking back to last winter we ran between 92 and 100 per cent occupancy levels in our bedded services.





Occupancy	Bed Gap
92%	-257
95%	-75
98%	+22

In addition, primary care services across Kent and Medway will be offering circa 57,000 extra appointments over the winter period.

## Next steps

Kent and Medway System Control Centre uses live data systems to alert of system pressures and has been recognised as exemplar and intrinsic to system operational management and resilience. The system control centre will increase to seven-day working and will be regularly reporting into NHSE's south east regional operational calls.

Weekly winter touch point meetings will be put in place with our HCPs and local systems to monitor and gain assurance on delivery of the winter plan with a monthly update to be provided to the Executive Team at the ICB. This will be managed by the Kent Medway winter director who is due to be in post before the end of December.