



**Transforming  
health and social care**  
in Kent and Medway

# Winter Briefing 2018/19

Urgent and Emergency Care Team

*Transforming health and social care in Kent and Medway* is a partnership of all the NHS organisations in Kent and Medway, Kent County Council and Medway Council. We are working together to develop and deliver the Sustainability and Transformation Plan for our area.



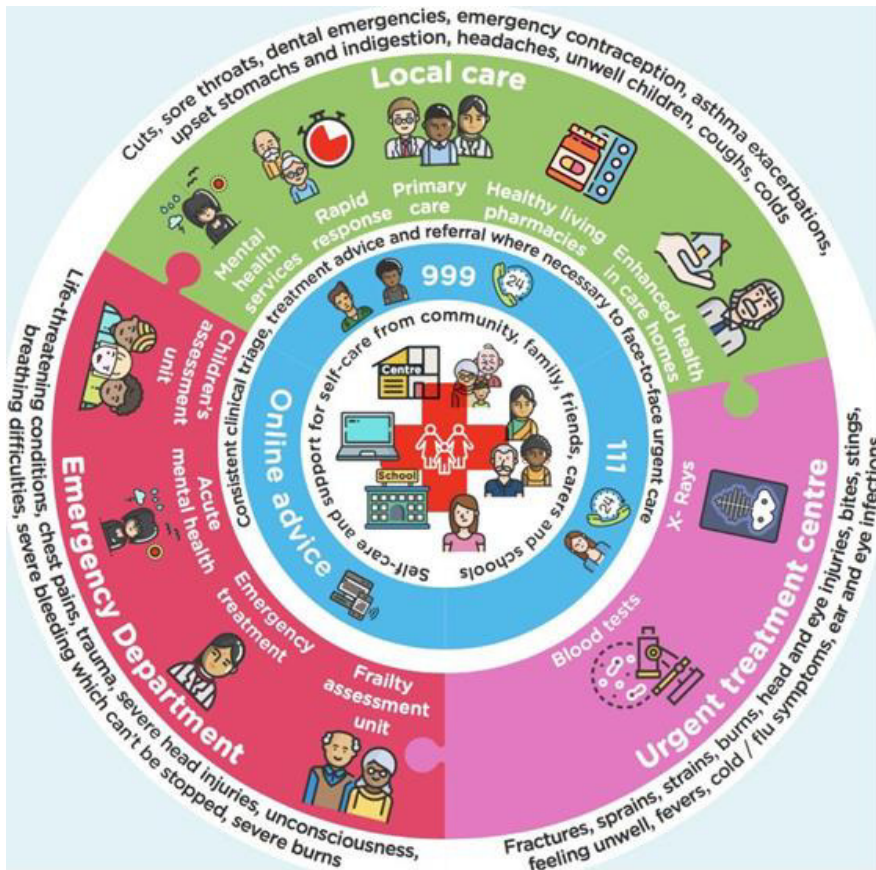
## Background

- Winter 2017/18 was particularly challenging with significant seasonal flu outbreak (double that of 2016/17), general increase in demand at A&E departments and GP practices and a prolonged cold snap including significant period of snow.
- NHS England coordinated a number of debriefs and stock takes through out the winter period with a final review across Kent and Medway, Surrey and Sussex on the 9<sup>th</sup> May,
- In addition within Kent and Medway reviews of the urgent care systems and escalation processes were undertaken, with the key messages from the reviews were:
  - Alignment of surge and escalation plans across the 4 Kent and Medway systems to allow a support between systems
  - Refresh of communication plans for winter
  - Development of a system 'Winter Team'
  - Standardisation of KPIs and system flow metrics through SHREWD
  - Improved use of predictive analysis and early intervention
  - Automation and standardisation of reporting



## Strategy

- The STP Clinical and Professional Board agreed the Urgent and Emergency Care model which the system will continue to develop and will be implemented over the next 18 months.



Systems are determining which elements of the strategy can be delivered at pace for winter. The new services put in place will be publicised across Kent and Medway to the general public, with the aim to shift activity from the Emergency Department to the other two settings for urgent care.

The second challenge will be when systems are struggling during peaks in demand or capacity constraints how the whole health and social care system in K&M is co-ordinated and collectively responds and works together to resolve issues



## Approach

- Monthly commissioner and provider group overseeing development of 'core indicators' to be used across all Kent and Medway systems and aligned with national and regional expectations.
- Discussion underway to alignment various contracts that CCGs have with SHREWD
- Review and alignment of winter plans with shared guidance or process where appropriate
- Development of an STP wide Winter Communication Plan to ensure consistent messaging to the public and healthcare professionals, aligned with national winter and NHS 111 campaigns
- Development of a shared Winter Team across NHSE/I and STP to streamline requests, including aligned SE region and CCG teams to make best use of resource
- Alignment of winter funding to each system with national priorities and local winter plans
- Winter plan and escalation system tests during September



## Approach

- System wide analytical support
- Proactive modelling and highlighting of key indicators that lead to system pressures
- Earlier intervention and escalation within systems to 'de-pressure' systems, with this to be reflected in revised winter plans
- STP led pan system (whole Kent and Medway) mutual aid calls
- System and pan system capacity and demand modelling
- In season monitoring of outcomes from system investments
- Move to standardisation of approach with Kent wide Health and Social Care partners, to improve discharge to assess for CHC patients, in line with the national aspiration that <15% of CHC assessments occur in the acute Trust
- Delivery of a joint Local Care and Urgent Care T&F group to share best practice and develop future ways of working for responsive services, supporting increased admission avoidance
- Development of best practice for Single Points of Access to support patient flow and admission avoidance



## Next 30 day Steps

- Review and testing of winter and escalation plans through September
- Development of communication strategy, with the Director of Communications for the STP, with health and social care partners including national partners for Flu etc.
- Implementation of virtual winter team
- Update and standardisation metrics in SHREWD for testing in October
- STP winter leads to work with KCC to agree how the national aspiration that <15% of CHC assessments occur in the acute Trust will be delivered, rather than on a system by system basis
- Finalise proactive dashboard and agree system and pan system response to early warning indicators, mid October
- Test plans and approach with the South East NHSE/I lead on urgent care for assurance and streamlining of reporting expectations

