

Wiltshire ICA Partnership

Winter Plan up-date to Health Select Committee

October 2022





Content

Across Wiltshire we have developed an urgent care improvement plan, pulling together all our actions that will support urgent care and flow. We continue to develop and review this plan.

This presentation will cover

- An overview of the current system urgent care and flow challenges
- Provide a summary of the Wiltshire approach, our key Wiltshire Winter Plans for 2022/23 and share our risk assessment
- BSW ICB has also taken a whole system approach to winter planning and there are 3 system wide plans in place for 2022/23
- NHSE Letter published on 19 October 2022 'Going Further on our winter resilience plans' – summary of the additional requests we are now working on



Wiltshire – Locality System Urgent Care and Flow Overview

Sector / Area	Challenges and Overview
Acute Trusts	Link to all 3 discharge teams via weekly operational calls – Tuesday and Thurs and daily flow calls.
Emergency Departments	Very challenged EDs, regularly treating numbers of people the department was not designed to manage. HALO at front doors
Community Services including hospital beds	Delays in discharging from CH beds, but maintaining good flow through the beds. Limited impact from Covid infections.
Home First, Reablement and Care at Home	Since April 2019, Home First and Reablement have expanded to provide c200 POCs per week, from a previous average of 90-95. This is despite increasing size of the packages and complexity. 18% readmission rate across the acutes and community hospitals within 28 days of discharge.
Residential and Nursing Care Homes	Care Home closures due to COVID significantly impact flow on flow. New care home pilot ongoing – establishing new model of delivery to provide flexible use of beds, whilst reducing numbers and cohorting staff, to reduce LOS.
Domiciliary Care	Rurality remains a significant challenge in sourcing home care – costs for rural delivery are very high and often unable to source. Scare domiciliary care workforce means increasing ‘handbacks’ of care – high risk for individuals and increases Brokerage team demand.
Ambulance Delays and Delayed Handovers	Ambulance delays significant at RUH Bath, and also higher then previously seen at GWH and SFT. Significant impact on ambulance services response times.
Care Coordination	Single Point of Access – with Medvivo. Opportunity to look again at provision. Medvivo already provide for Wiltshire a significant element of the Care Coordination and need to develop this within the BSW wide plans.

Wiltshire Approach to 2022/23 Winter plan

BSW Key Line of Enquiry	Response
Who has been involved in your 22/23 plans?	Plans developed via the Wiltshire Operational Group which includes partners from Council, Wiltshire Locality (ICB), WH&C, UEC team, SFT & RUH, VCSE Partners including Carer Support Wiltshire.
What Lessons learnt from last year and have been built into this year's plans?	<ul style="list-style-type: none">• Focus on fewer projects to deliver impact• Clarity on anticipated outcomes and measurables• Build on existing processes rather than establishing new routes – consistency is key• Agree a single version of the truth – we now have one Wiltshire plan• Release as much clinical / professional time as possible to support service delivery.• Focus on admission avoidance where possible• Scope for additional staffing is limited with long recruitment and lead-in times
What is your locality's plan for oversight of delivery, performance and escalation?	<ul style="list-style-type: none">• Twice weekly Operational Delivery Group meetings – attended by broad discharge services partnership.• Weekly Partner Calls (leadership) – focusses on coordinating resources to resolve identified challenges.• Bi-weekly Alliance Delivery Groups• Option for daily escalation calls and ICA escalation process agreed

Wiltshire 8 Key Winter Plans

Plan	Impact	Funding source
Surge beds commissioned in care homes (BSW Funded)	30 additional care home beds remain open for 2022/23	BSW ICB non-recurrent
Additional domiciliary care hours – this is in addition to the recruitment of staff into Wiltshire Support at Home	750 hrs - 80% availability. 480 600 hrs - support about 26-32 people.	BCF non-recurrent funding
Retained the additional care homes beds and funding for spot beds	40 to 70 additional beds, dependent on number of spot beds in use	BCF non-recurrent funding
Additional staffing in council brokerage team and Wiltshire Health and Care Flow Hub.	Support efficient processes in Wiltshire.	BSW ICB non-recurrent
Reablement additional staff – range of council posts to support flow	Improved flow through home pathways and reduced LOS through D2A homes.	BSW ICB non-recurrent
Wiltshire’s Carers Liaison Service – agreed in Q4 2021/22 delayed starting due to recruitment. Started on 1 st October 2022.	Impact on speed of discharge, staff allocated to each acute Trust for Wiltshire residents.	BSW ICB non-recurrent
New model for Pathway 2 Beds – testing started 1 st September in South Wiltshire	Reduce LOS and support flow with more clients able to return home after a period of rehabilitation in a care home.	BCF recurrent funding
VIRTUAL WARDS – implementation of an agreed BSW model across Wiltshire. To commence from November.	10 bed equivalents in December to increase as staff are recruited.	National transformation funding – within BCF

These plans are in addition to other services implementation started for last year: Wiltshire Support at Home, 2 hr Rapid Response health and care and Overnight Nursing service. All of these continue to develop

Wiltshire Risks and mitigations

Constraint / Risk	RAG	Mitigations
Scarce domiciliary care resource – in some areas of Wiltshire (South and rural) this picture is more challenging; reduction in care provision capacity impacts on experience and quality of care when people are delayed in their discharge. It also impacts hospital flow.	Amber	Work through how families can contribute to providing care (link with DC comms) Ensure staff on wards understand the use of single handed equipment <need for DH care (Link to D/C comms) South Newton beds and Surge Bed capacity
Cost of locums increasing so backfill costs becoming unaffordable – the risk is that we will not be able to utilise as much agency support, further limiting capacity and potentially safety.	Red	Building Bank capacity locally.
COVID and Flu and seasonal infection – impact on staff and provider capacity – this particularly impacts Pathway 2 capacity which we know severely impacts flow when care home closures increase.	Red	Vaccinations on site for staff Promotion of uptake in vaccinations. POST team supports care homes to open as soon as possible.
Cost of living – impacting recruitment into the care market and family support etc.. Impact on dependency and possible increase in attendances. <i>30% increase in homelessness applications (large number >65yrs). Impact of people being in temporary accommodation means if they are admitted to hospital people will not be well enough to go back to their accommodation.</i>	Amber	Food banks in consideration for discharge. Cost of living payments Council co-ordination of a response to be supported by partners e.g. Hot hubs
Funding – ability to provide recurrent resources into services – some services (reablement and flow hub) are funded by non-recurrent funding.	Amber	Financial planning at scale/ secure sustainable resourcing of schemes. Plans in development to review impact and risks around these services.
Staff sickness and wellbeing , impact on mental health	Amber	Support networks & Wellbeing Hubs, enabling staff to access these.
Increase of POCs handed back by Dom Care providers due to affordability and staffing gaps – additional pressure on care market and staff, reduces flow.	Red	Surge beds still in place (30) and South Newton beds opening Nov 22.
Recruitment of staff for South Newton is likely to impact on the ability of Salisbury-centred services to recruit staff (all searching in the same pool)	Red	Aligned and collaborative recruitment plans to jointly recruit – (does not include SN provider).

BSW System key winter plans

There has been agreement by the ICB Board to support 3 key winter plans for 2022/23.

1. **Winter Community Hospital Ward**, St Martins in Banes – an additional community ward will open as BSW capacity. Managed by HCRG in Banes. Opening
2. **South Newton Hospital** – Funded to open 57 winter beds, 35 beds in November 2022. Wiltshire Council on the steering group.
3. **Care Co-ordination approach** and setting up a **winter control room** to co-ordinate system information across partners. These are in development currently.

The implementation of virtual wards is also being co-ordinated across BSW, with implementation at place.

BSW Partner Actions in BSW winter plan

For example

Mental Health providers (from the BSW Winter plan)

- **Community Wellbeing Houses**
- Existing community Wellbeing Houses in Wiltshire will be fully operational during the winter period. These will operate at 90% occupancy in line with NHSE standards. We have also invested in an additional 2 beds within one of our Wiltshire Wellbeing Houses to mitigate risks associated with our B&NES Wellbeing House not being fully operational until Q1 2023/24.
- **Places of Calm in person evening support**
- Places of Calm have increased capacity available to support service users in person in the evening period. As a result, we will increase the number of appointments available from 107 to 203 (increase of 96) per week for people requiring this service.
- **Outreach provision**
- Third sector providers are delivering an intensive outreach offer which we will continue throughout the winter period. This team provide support to enable early appropriate discharge, offering help to manage tenancy and mental health needs in the community.

Other plan areas – Primary Care, Infection Control, Workforce

National Winter Letter - 19 October

Going further on our winter resilience plans – Amanda Pritchard

This includes;

- **£500m fund to recruit and retain more care workers and speed up discharge.** Details pending on this, anticipated to come via the better care fund.
- **A focus on falls and developing a clear community response** – This is a pathway supported in Wiltshire via the 2hr Urgent response service and by Medvivo currently.
- **Address unwarranted variation in ambulance conveyance rates in care homes** working collaboratively with care homes to identify and access alternative interventions and sources of support.
- **Consider targeted, proactive support for people who have high probability of emergency admission**, sometimes called High Frequency Users. **Wiltshire already has a service in place delivered by Wiltshire CIL**

Work has started to review the letter and ensure in place in Wiltshire and BSW, using our existing planning approach.