

AGENDA SUPPLEMENT (1)

Meeting: Health and Wellbeing Board
Place: Kennet Room, County Hall, Trowbridge, BA14 8JN
Date: Thursday 21 March 2019
Time: 10.00 am

The Agenda for the above meeting was published on 19th March 2019. Additional documents are now available and are attached to this Agenda Supplement.

Please direct any enquiries on this Agenda to Craig Player, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 713191 or email craig.player@wiltshire.gov.uk

Press enquiries to Communications on direct lines (01225)713114/713115.

This Agenda and all the documents referred to within it are available on the Council's website at www.wiltshire.gov.uk

9 **Winter Pressures** *(Pages 3 - 54)*

DATE OF PUBLICATION: 19 th March 2019
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Wiltshire Winter Pressures – update

Health and Wellbeing Board

21.03.19

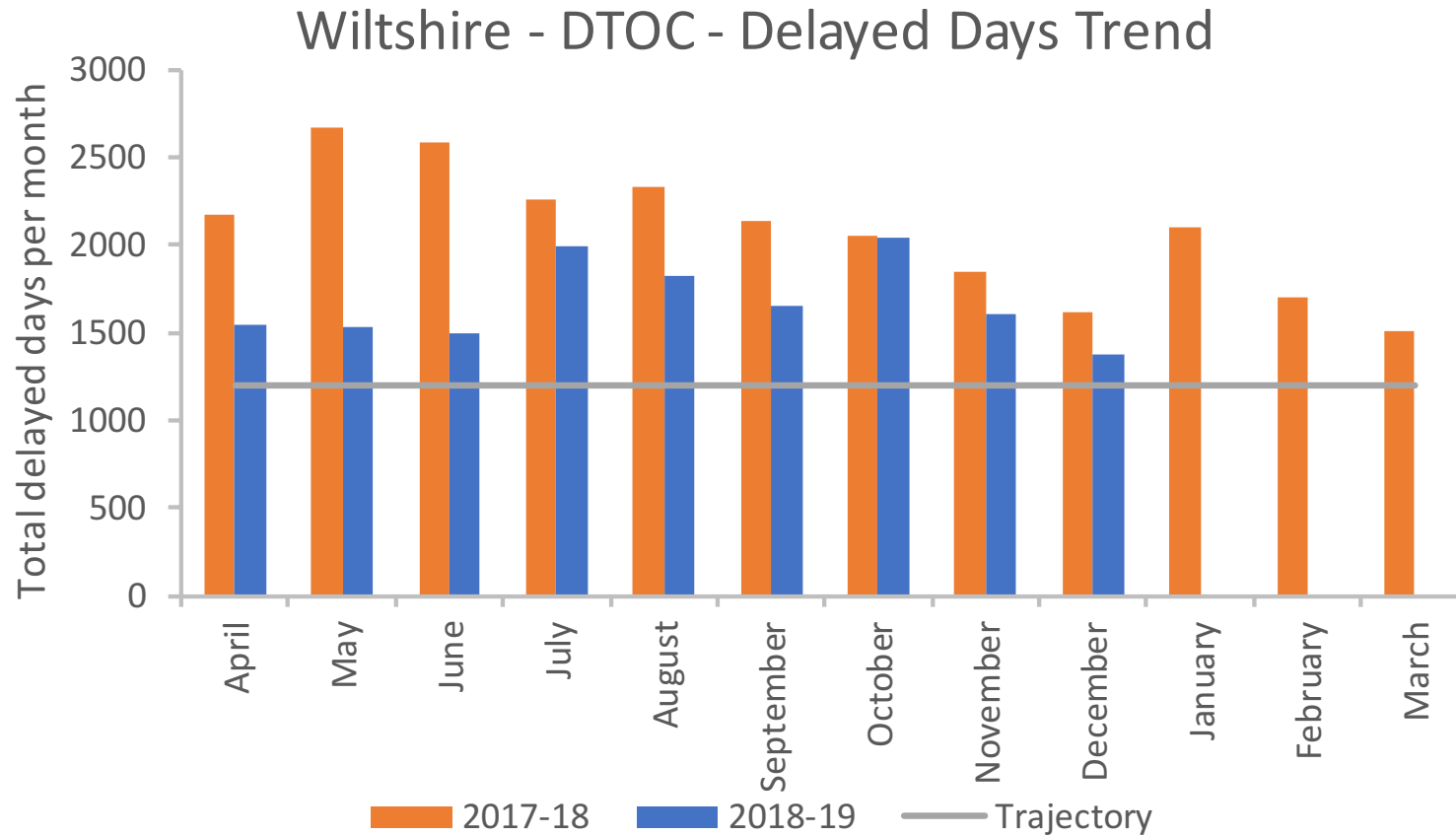
Delayed Transfers of Care (DTOC) Performance



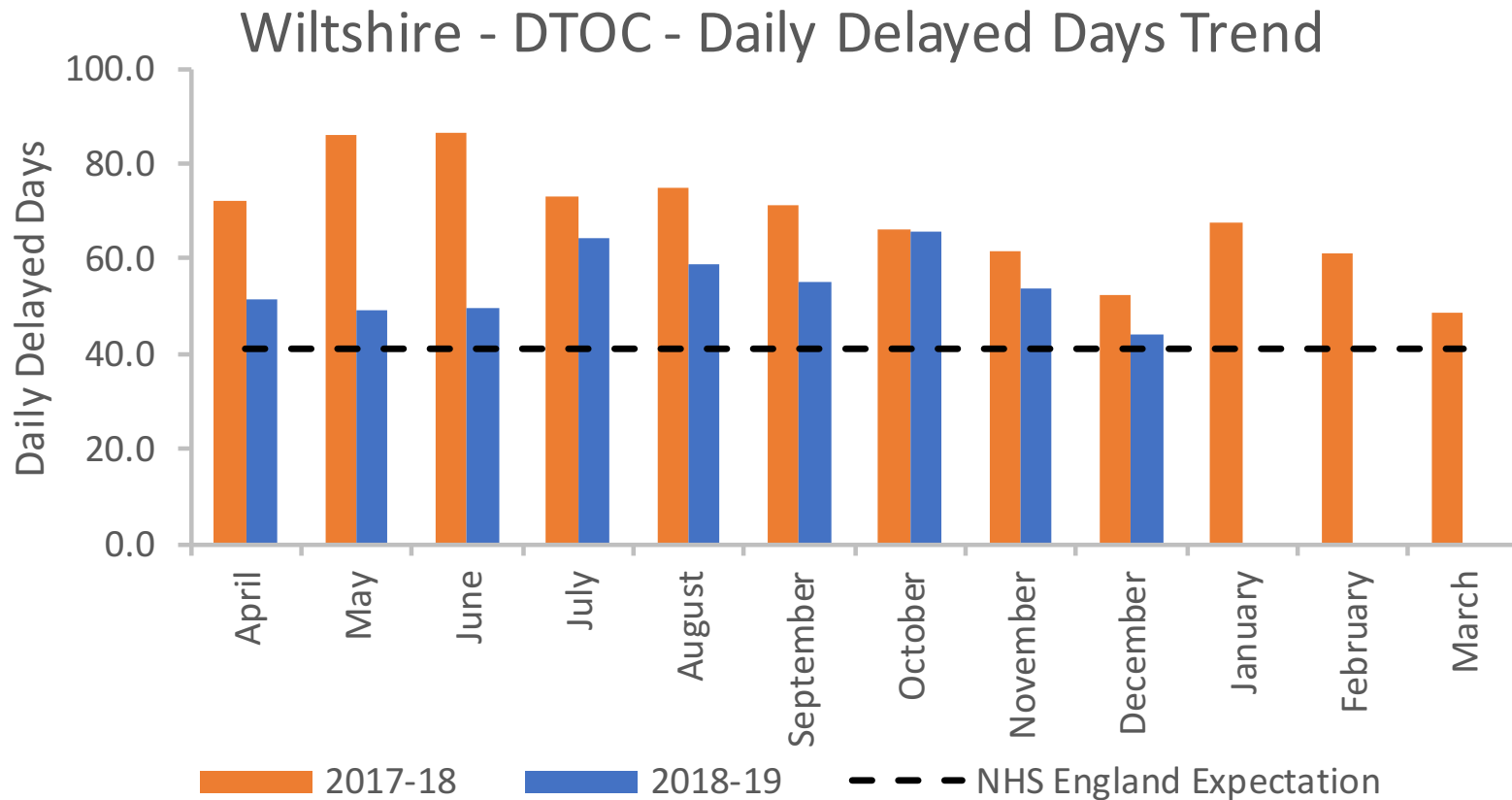
December DTOC Delayed Days - Summary

- Wiltshire delayed days decreased 14.8% (238 days) in November, 169 days higher than the trajectory (1,200).
- NHS delays (833):
 - Decreased in Dec by 14.8%, over trajectory by 130 days.
 - GWH & RUH are the most over their trajectory
- ASC delays (423):
 - Decreased in Dec by 20.8%, over trajectory by 34 days.
 - RUH & GWH are the most over their trajectory

Comparison Trend for All Delayed Days



Comparison Trend for Daily Delayed Days



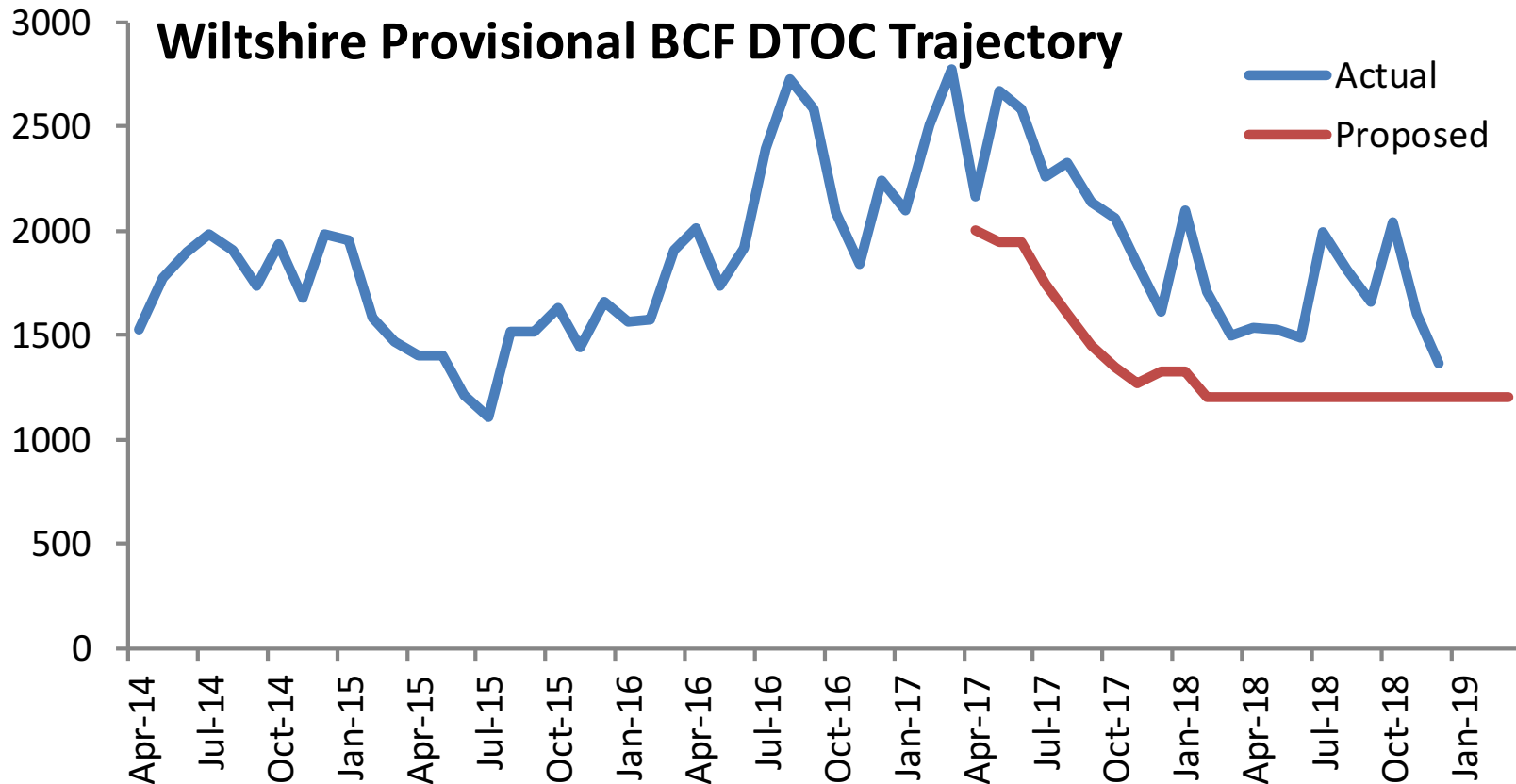
December DTOC Delayed Days

	NHS	ASC	Both	Total	Trajectory
Wiltshire	833	423	113	1,369	1,200
GWH	142	81	0	223	100
RUH	281	76	0	357	175
SFT	150	115	15	280	225
AWP	86	32	67	185	200
WH&C	171	99	0	270	450
Others	3	20	31	54	50



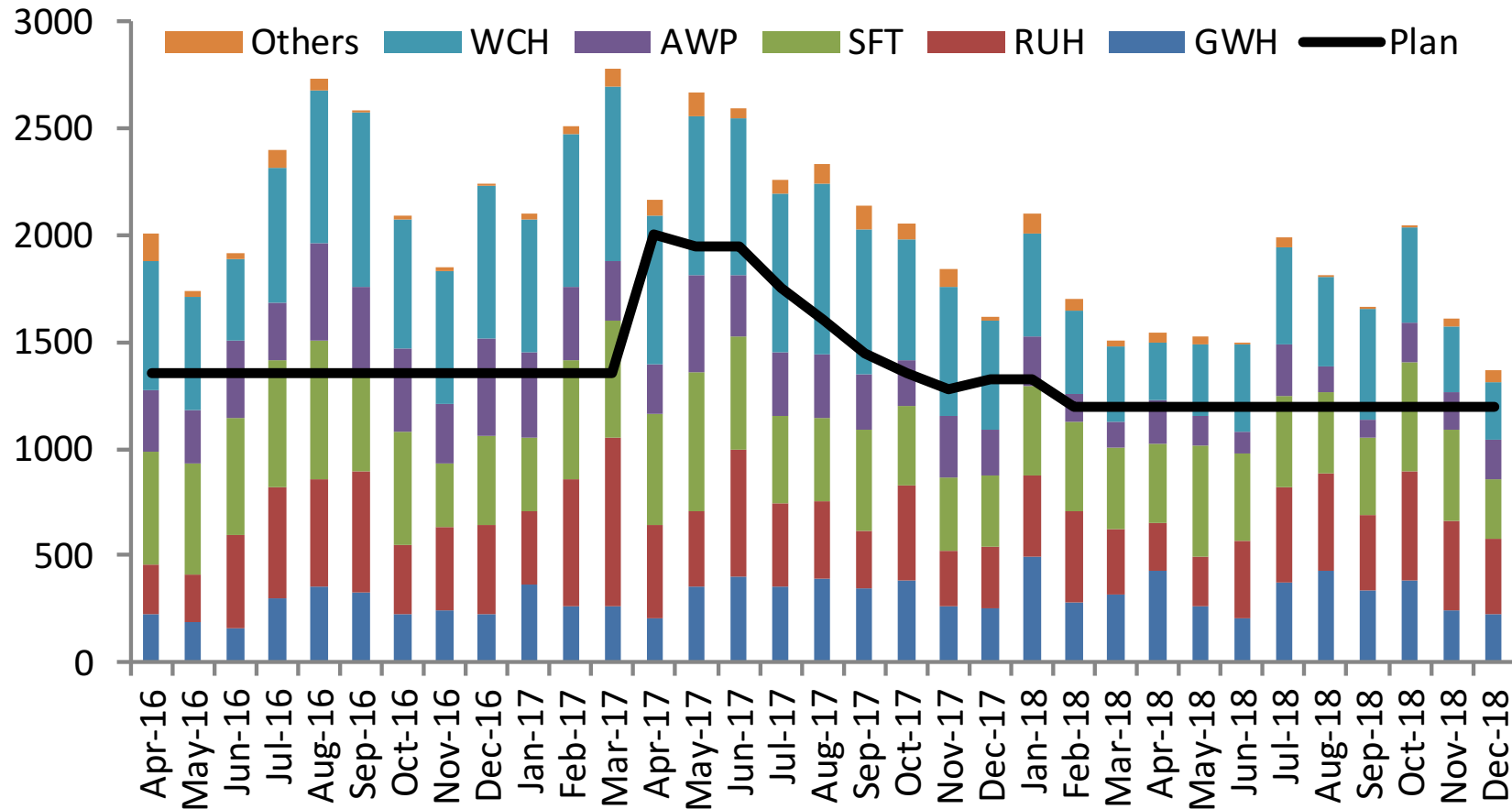
Trend for All Delayed Days

Page 9



Trend for All Delayed Days by Provider

Page 10



Reason for All Delayed Days

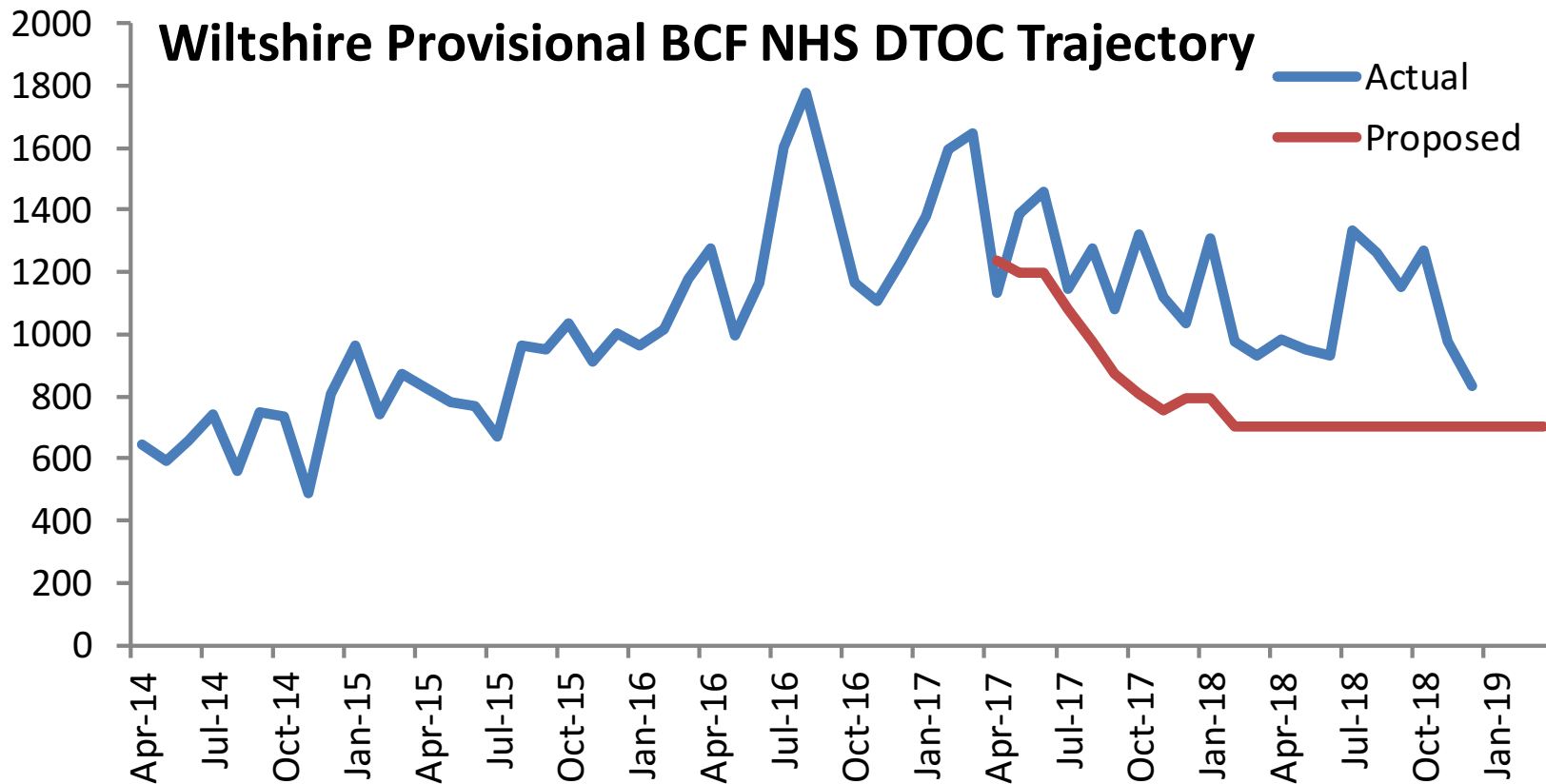
Reason	2015-16	2016-17	2017-18	2018-19 (YTD)	Nov 2018
Assessment	36.6	53.2	75.8	44.6	29
Public Funding	10.2	8.0	23.4	2.3	2
Non Acute transfer	299.0	447.3	292.5	269.6	167
Residential home	191.2	301.3	278.2	212.6	125
Nursing home	343.2	378.5	421.2	339.3	370
Dom Care	435.2	795.3	660.5	549.6	439
Equipment/ adaptations	39.8	76.7	96.4	55.6	19
Patient/ family choice	88.0	128.2	190.6	119.3	95
Disputes	9.7	14.0	3.3	4.9	14
Housing	42.8	43.3	39.7	71.1	109
Other	0	0	0	2.2	0

December NHS DTOC Delayed Days

	NHS	Trajectory	Gap	% of GAP
Wiltshire	833	703	130	18.5
GWH	142	84	58	69.0
RUH	281	139	142	102.2
SFT	150	129	21	16.3
AWP	86	56	30	53.6
WH&C	171	271	-100	-36.9
Others	3	23	-20	-87.0



Trend for NHS Delayed Days

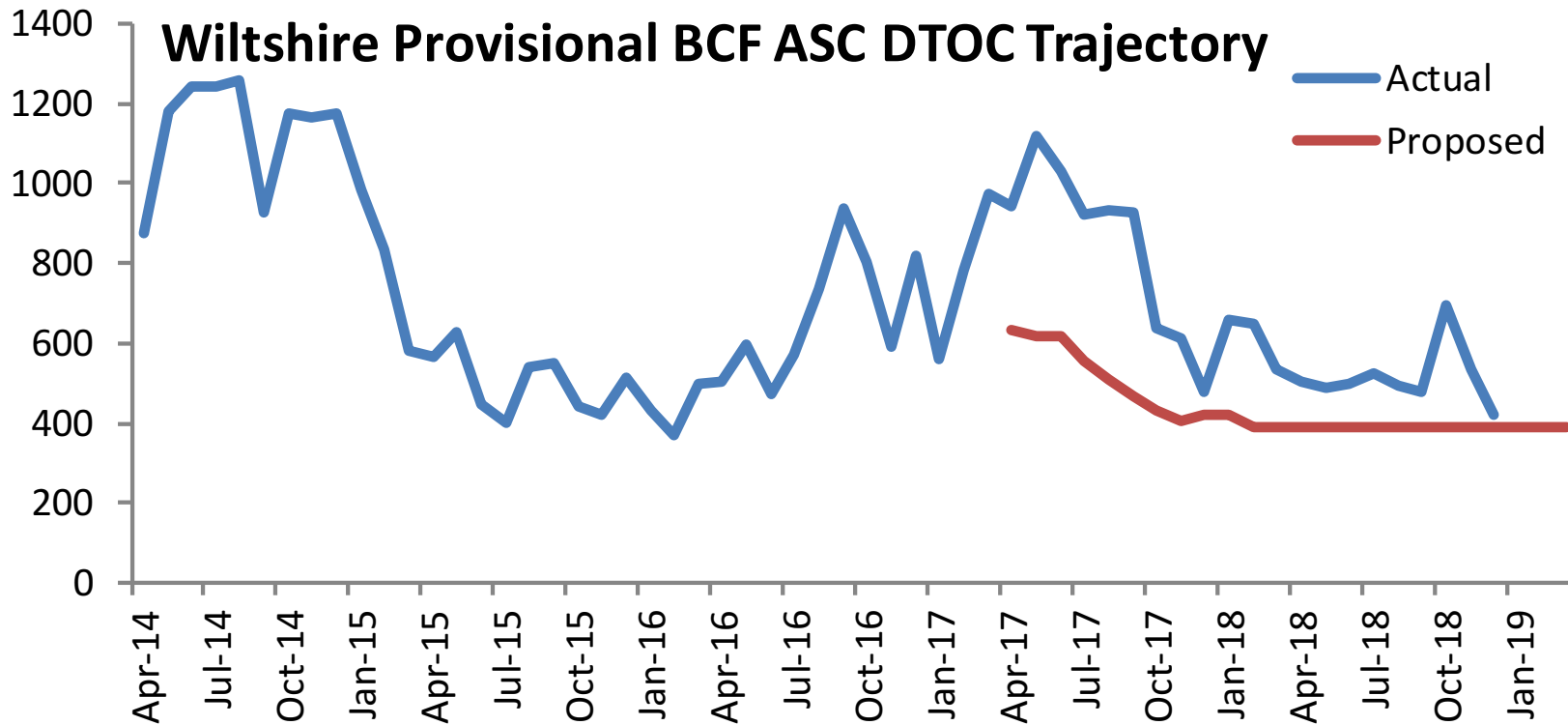


December ASC DTOC Delayed Days

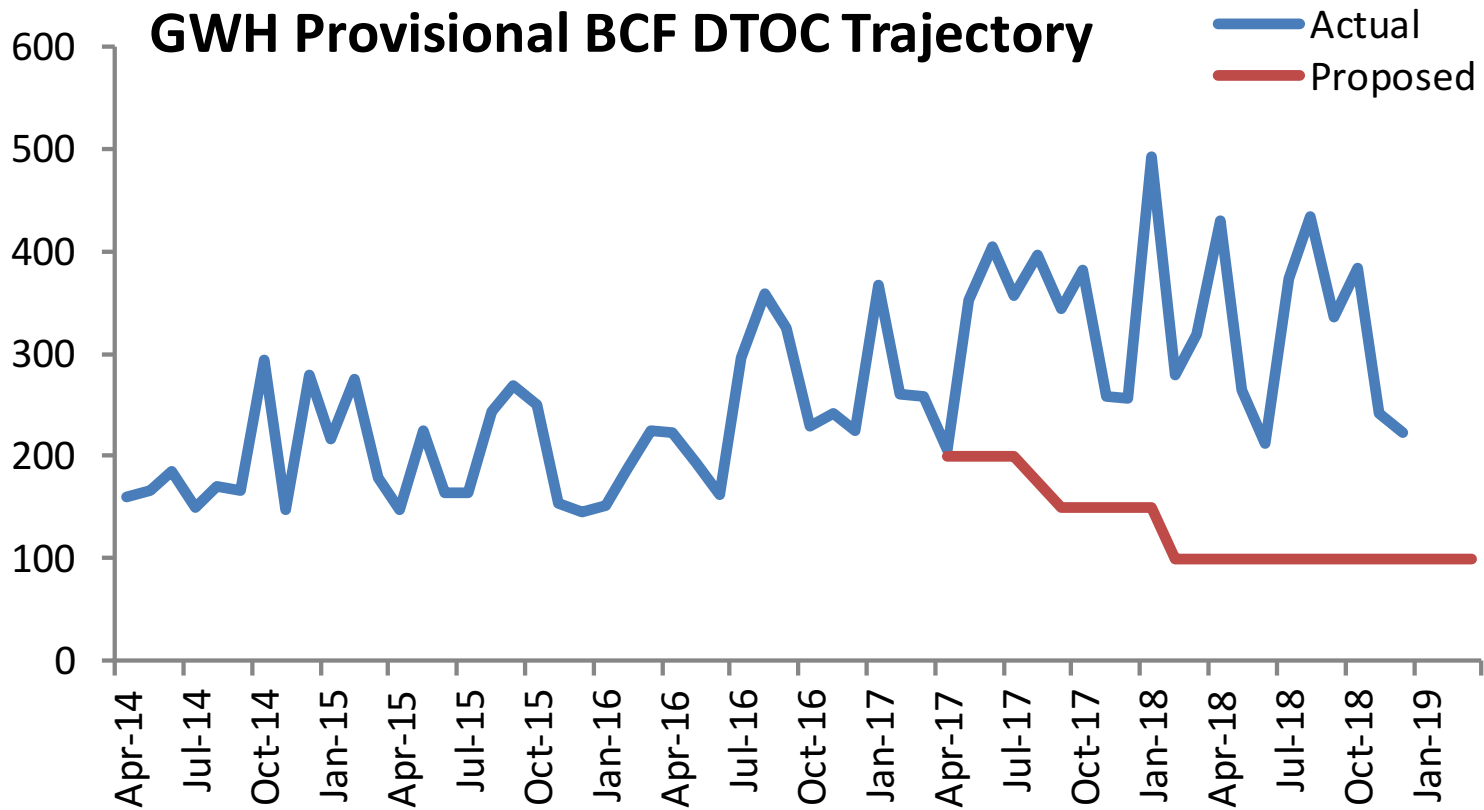
	ASC	Trajectory	Gap	% of GAP
Wiltshire	423	389	34	8.7
GWH	81	15	66	440.0
RUH	76	35	41	117.1
SFT	115	93	22	23.7
AWP	32	56	-24	-42.9
WH&C	99	171	-72	-42.1
Others	20	18	2	11.1



Trend for ASC Delayed Days

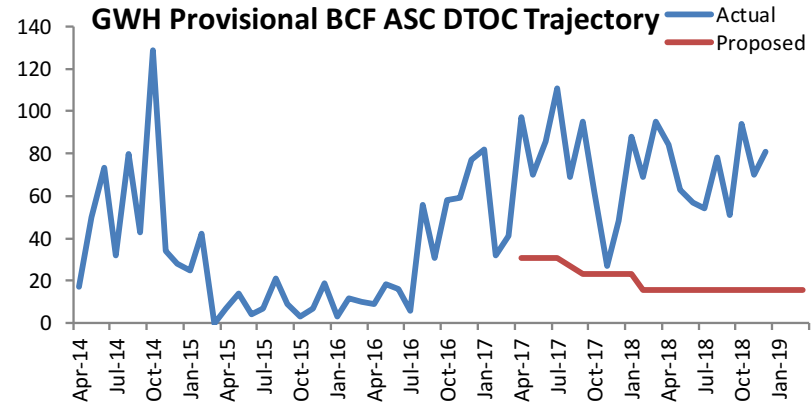
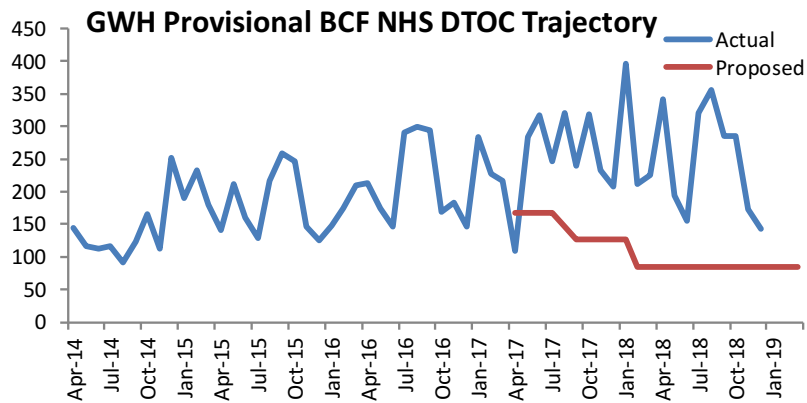


Trend for GWH Delayed Days

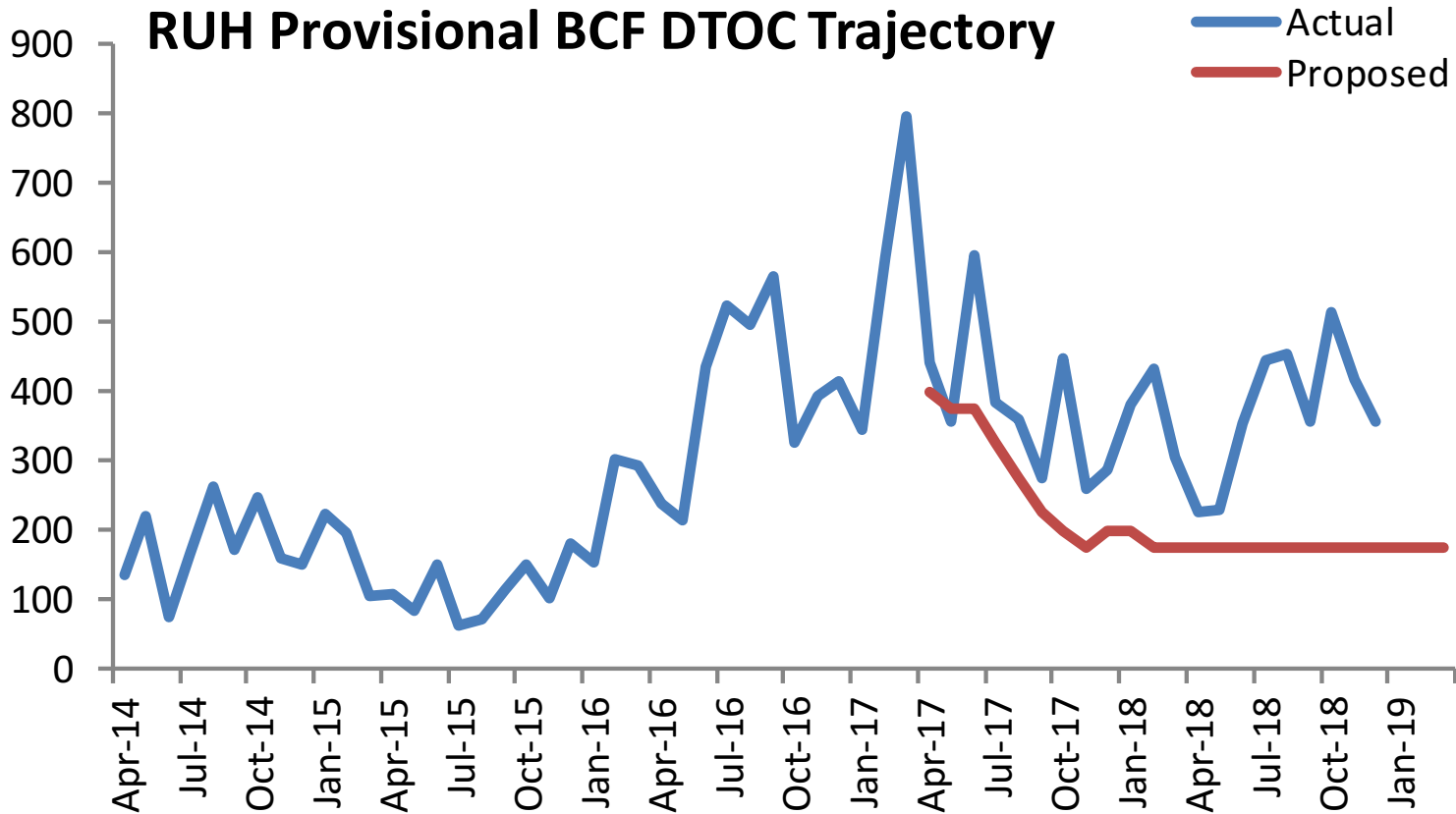


Trend for GWH Delayed Days

Page 17

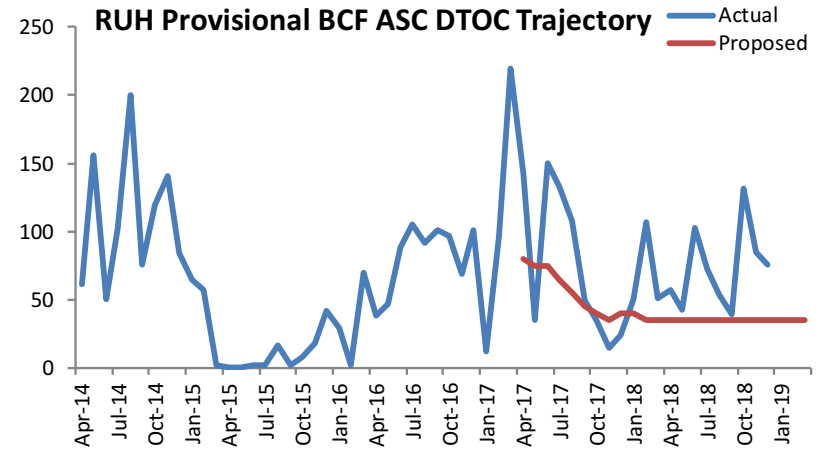
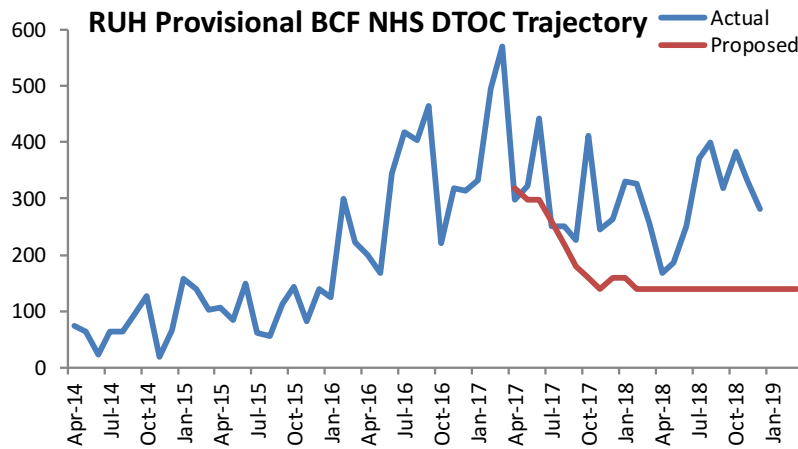


Trend for RUH Delayed Days

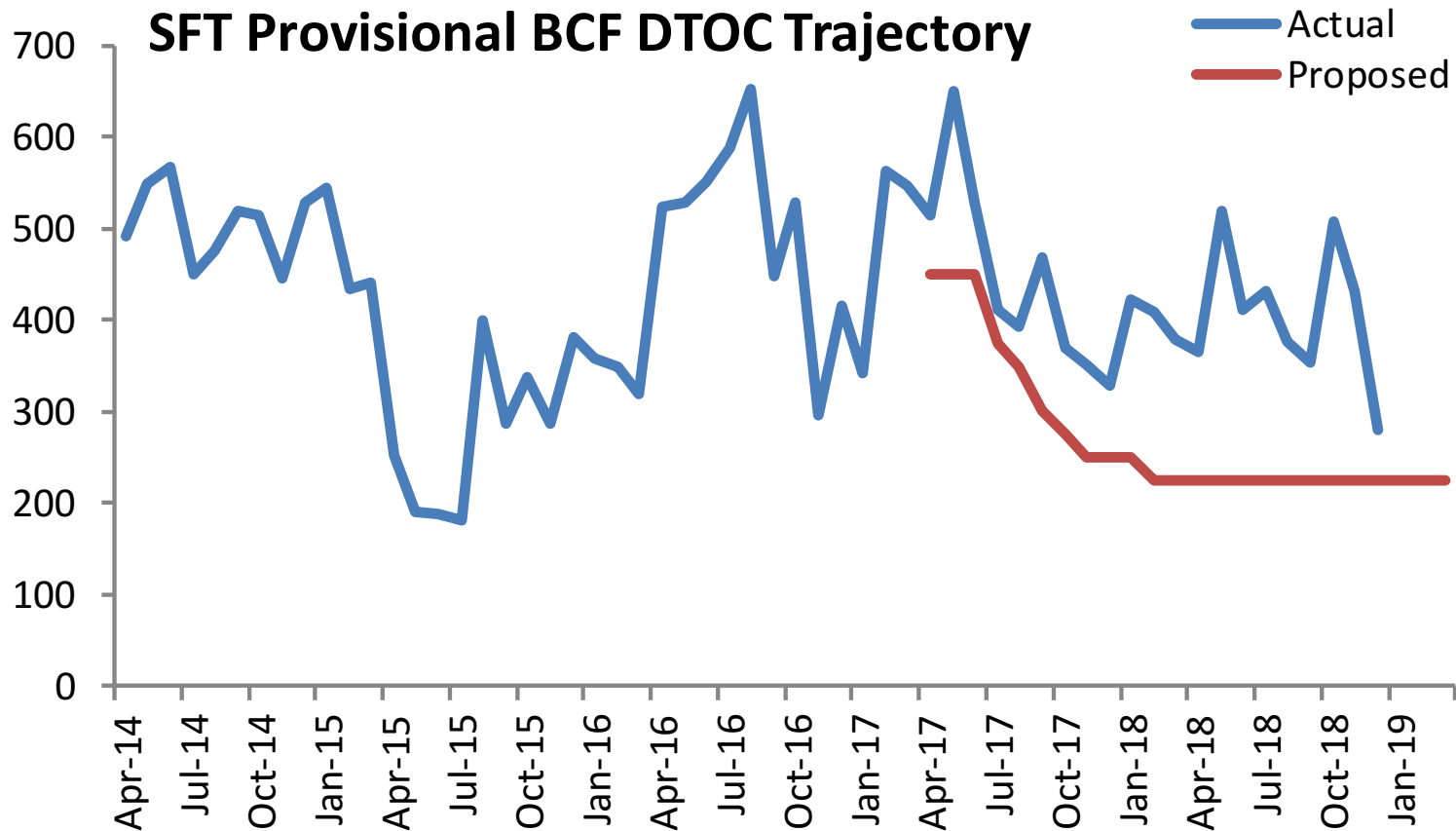


Trend for RUH Delayed Days

Page 19

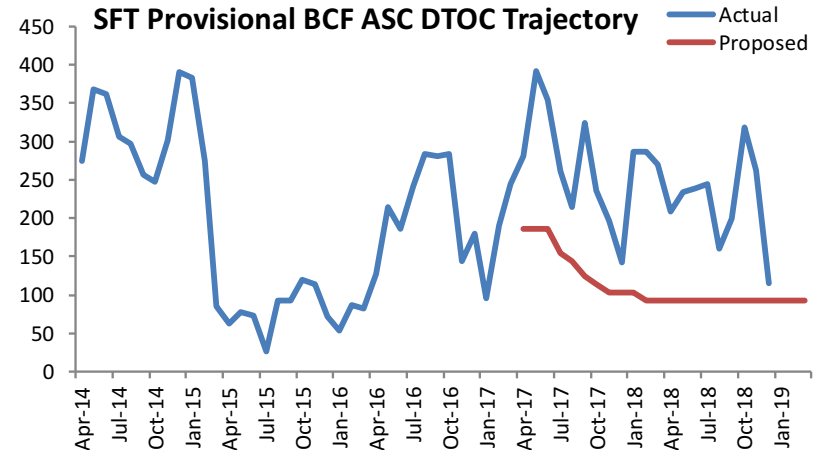
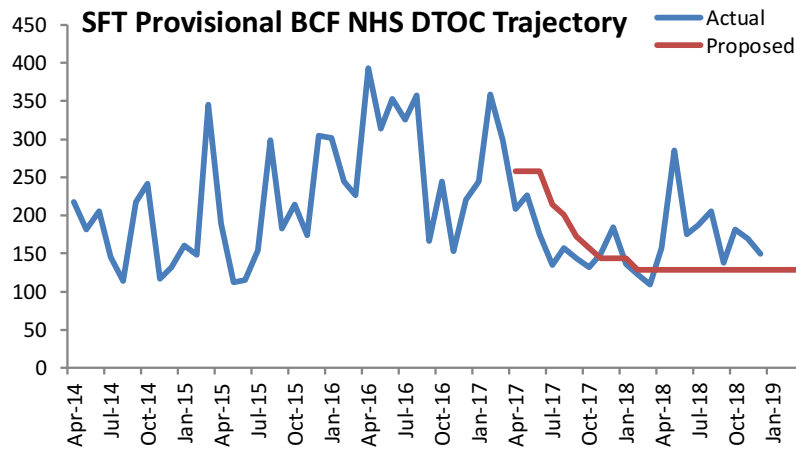


Trend for SFT Delayed Days

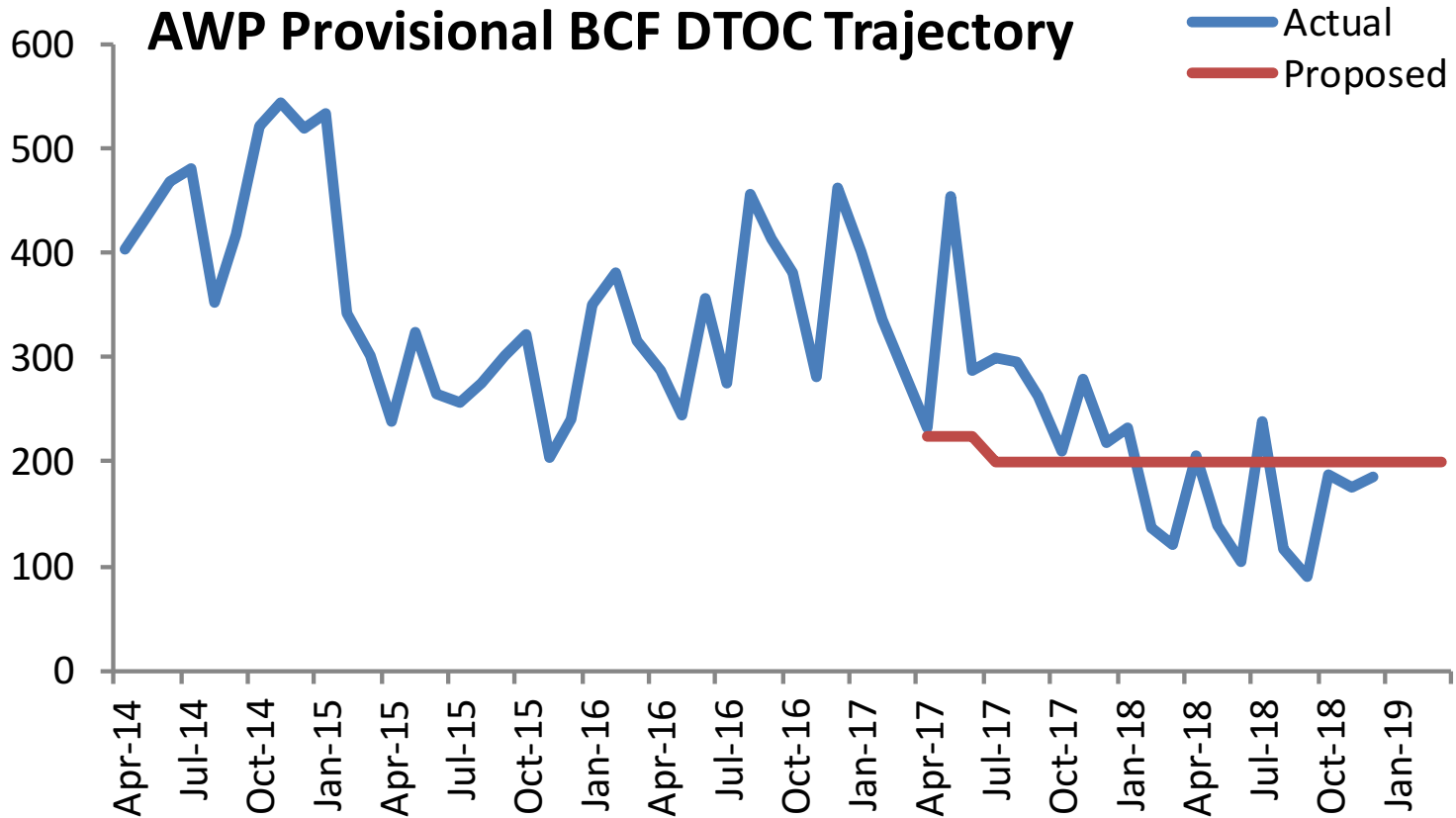


Trend for SFT Delayed Days

Page 21

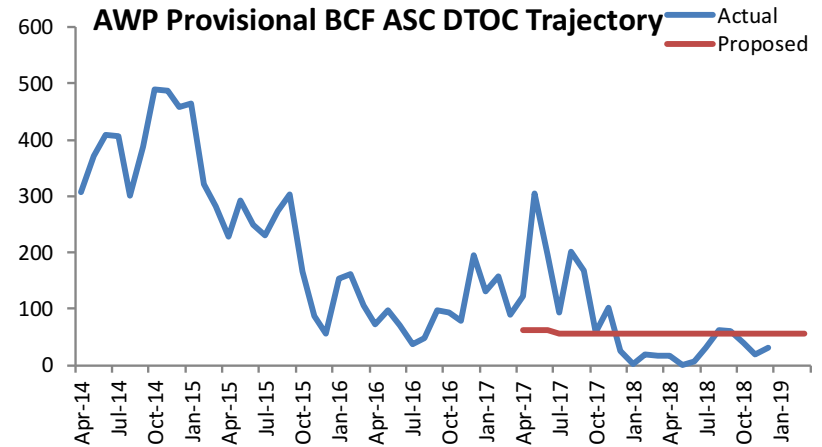
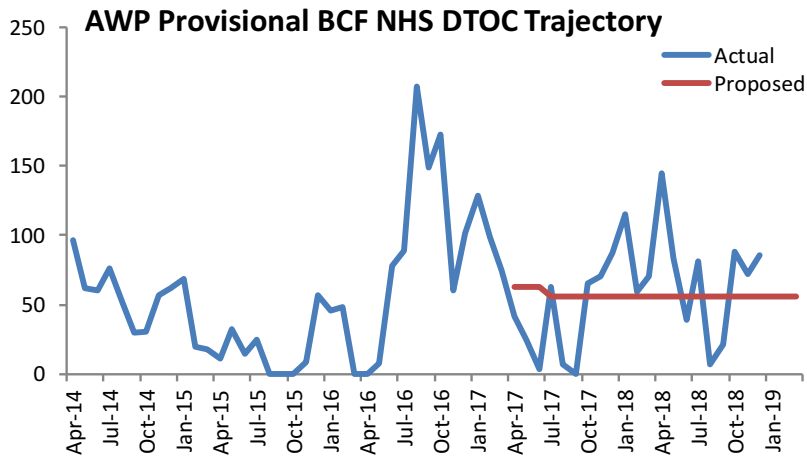


Trend for AWP Delayed Days

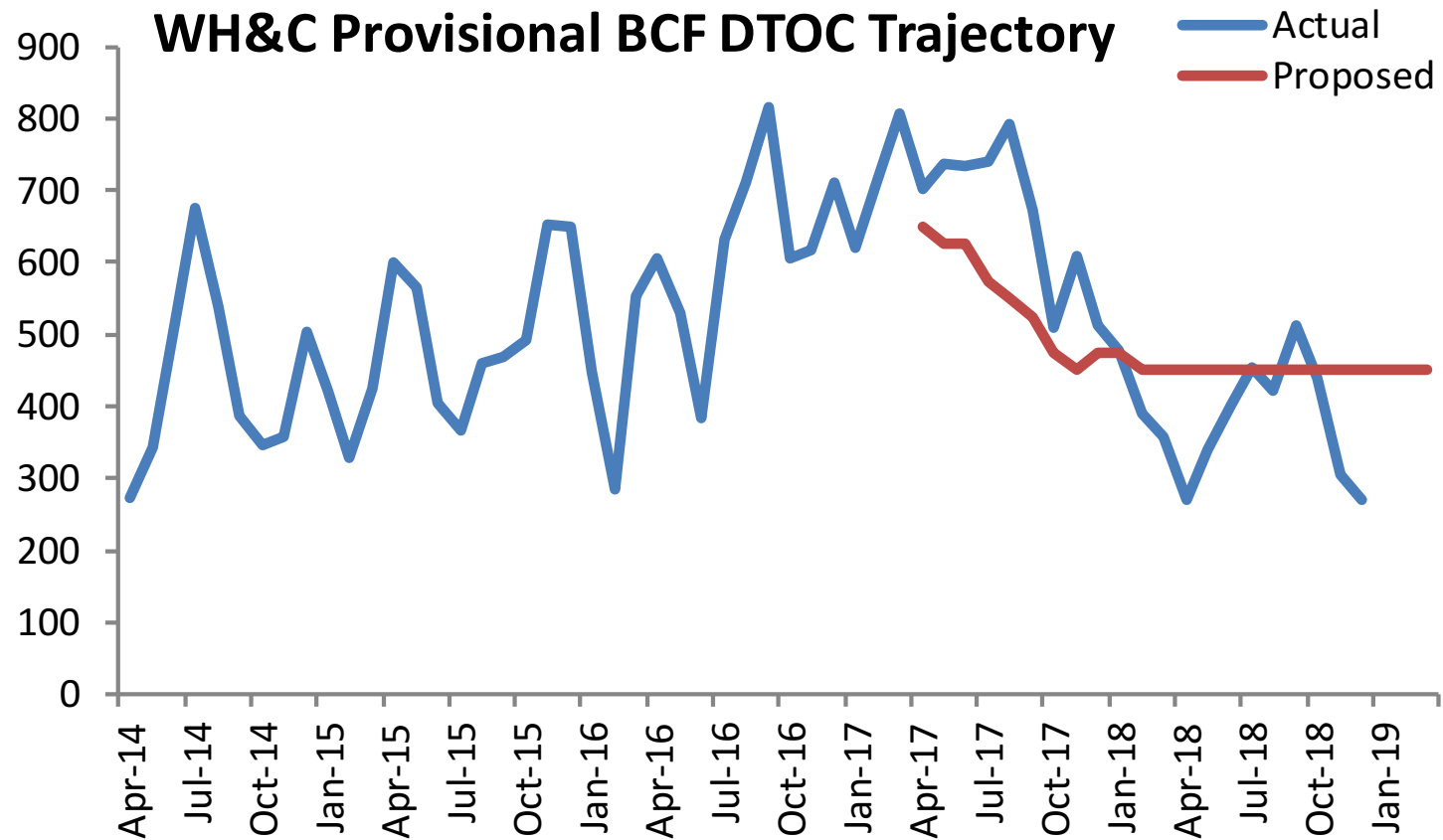


Trend for AWP Delayed Days

Page 23

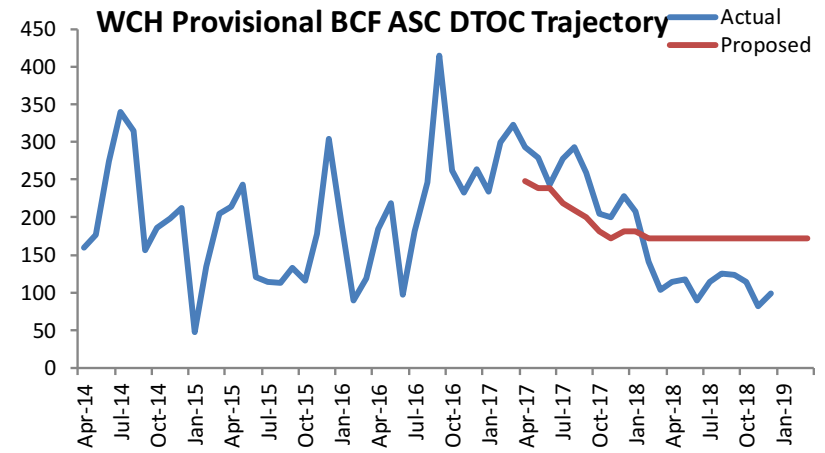
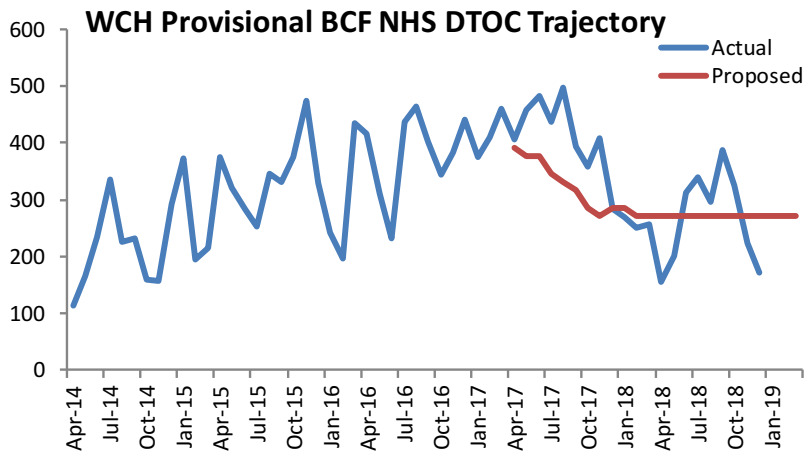


Trend for WH&C Delayed Days



Trend for WH&C Delayed Days

Page 25



Benchmarking Performance

Table shows percentage increase or reduction in delayed days from November to December.

	NHS	ASC	Both	Total
England	-6.8	-5.6	1.0	-5.8
South West	-10.1	-2.9	-1.7	-7.3
Statistical Neighbours	-9.7	-7.9	-7.5	-9.0
Wiltshire	-14.8	-20.8	18.9	-14.8

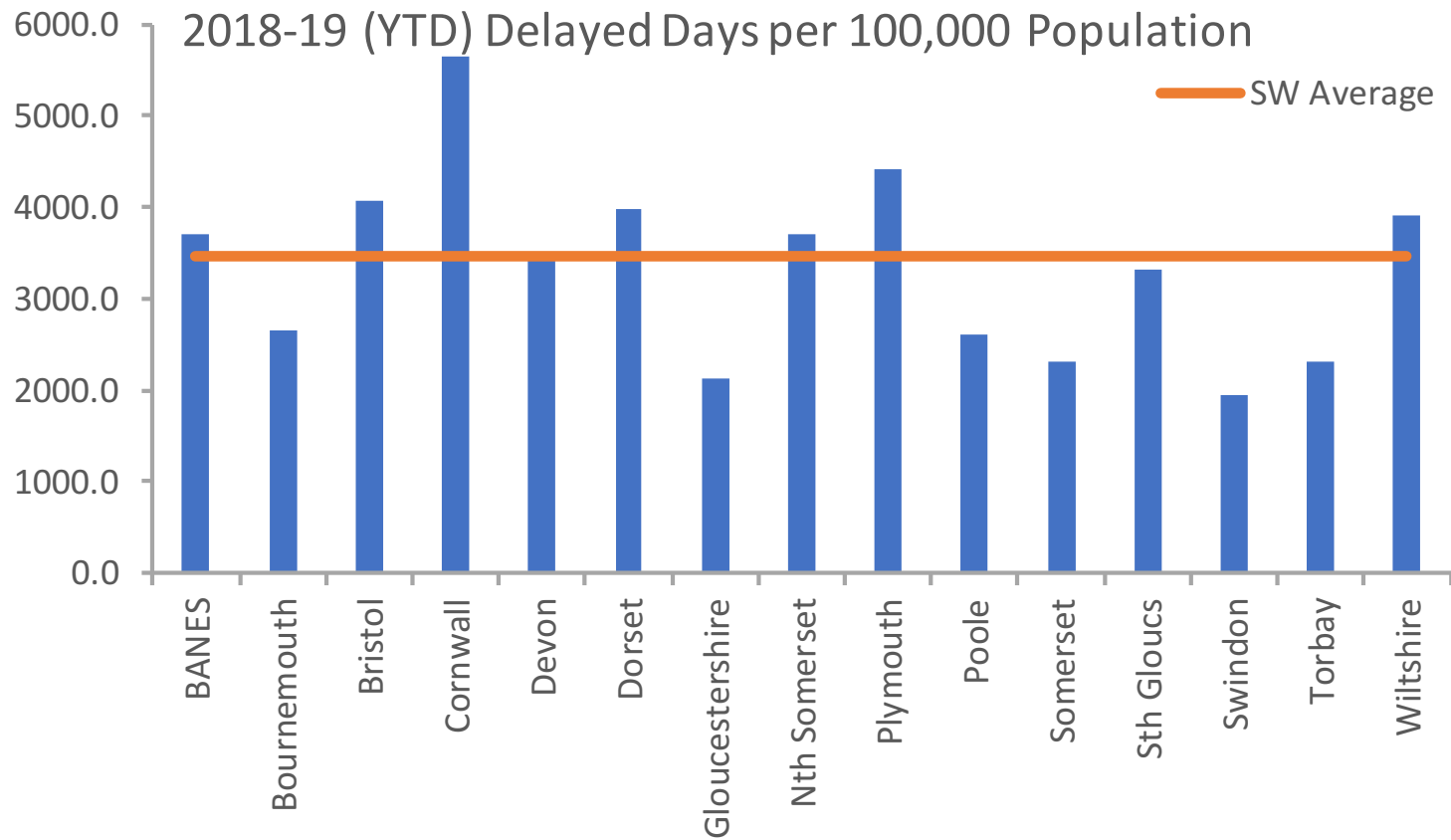


Benchmarking Performance

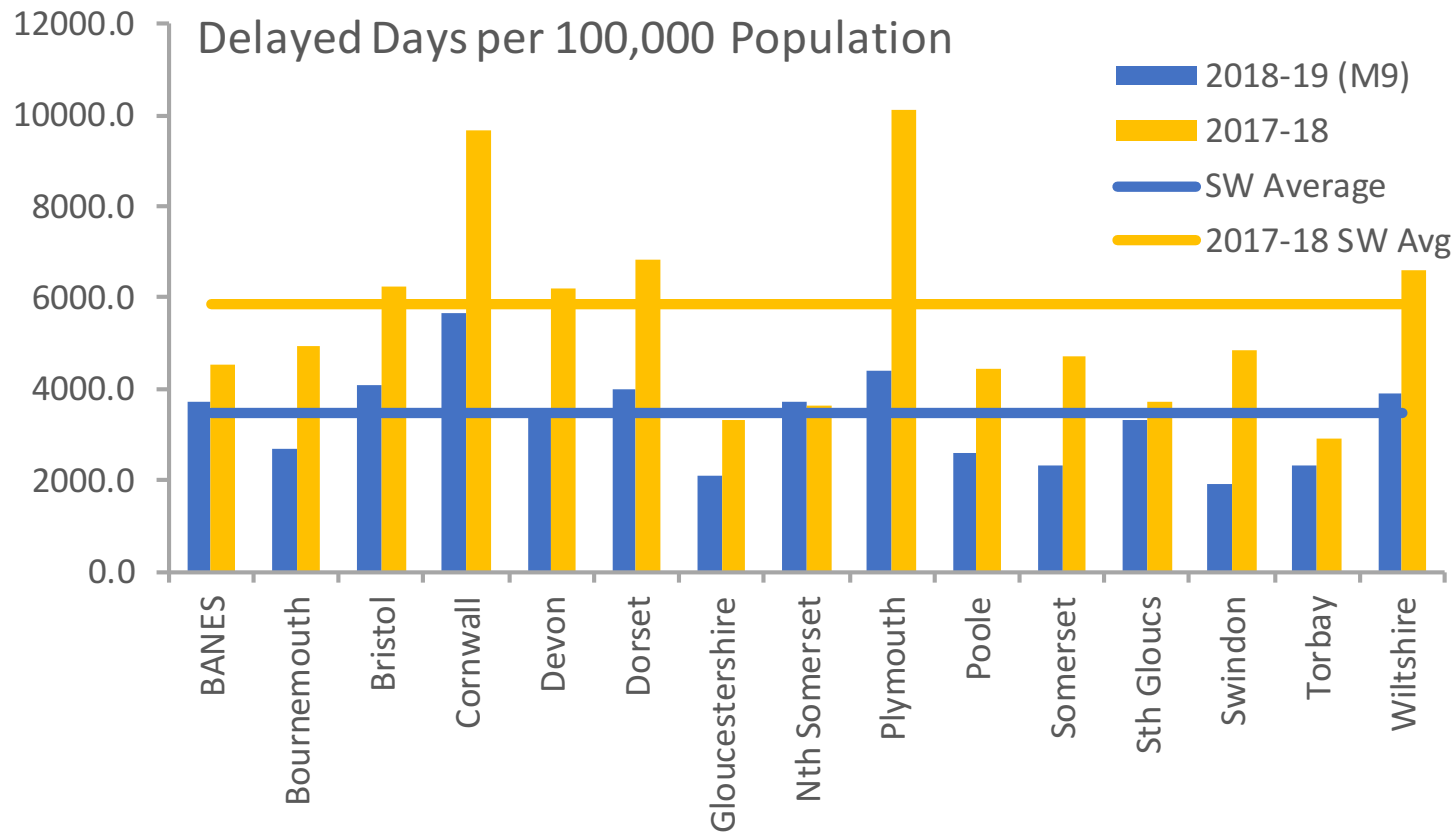
This shows the Wiltshire rank nationally, 151 would be the highest and 1 would be the lowest.

	NHS	ASC	Total
April 2018	113	124	120
May 2018	108	124	114
June 2018	112	128	119
July 2018	139	122	139
August 2018	138	113	128
September 2018	129	112	121
October 2018	135	131	138
November 2018	127	120	124
December 2018	110	115	113

Benchmarking Performance – South West



Benchmarking Performance – South West

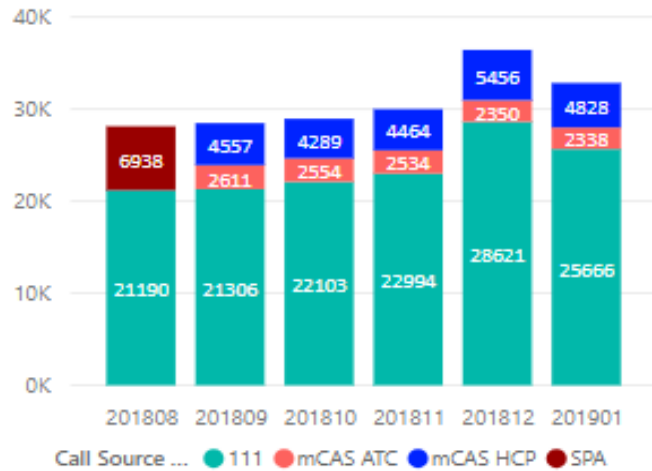


Activity Demand over Winter

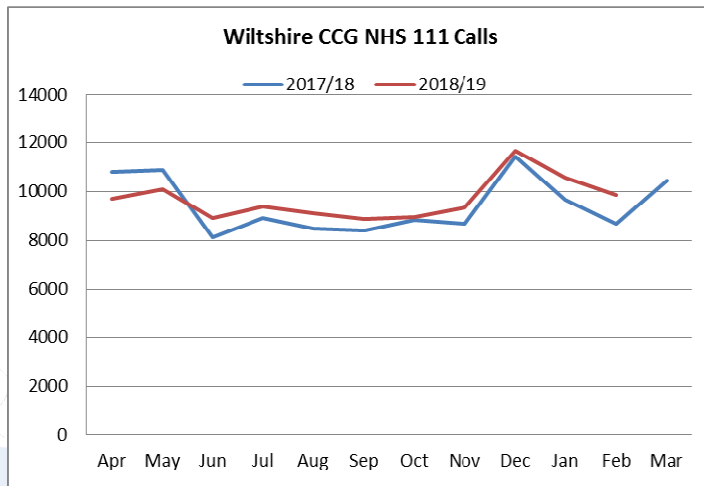


IUC (NHS 111 Activity)

Total BSW Activity inc HCP / ATC



Wiltshire 111 Calls only



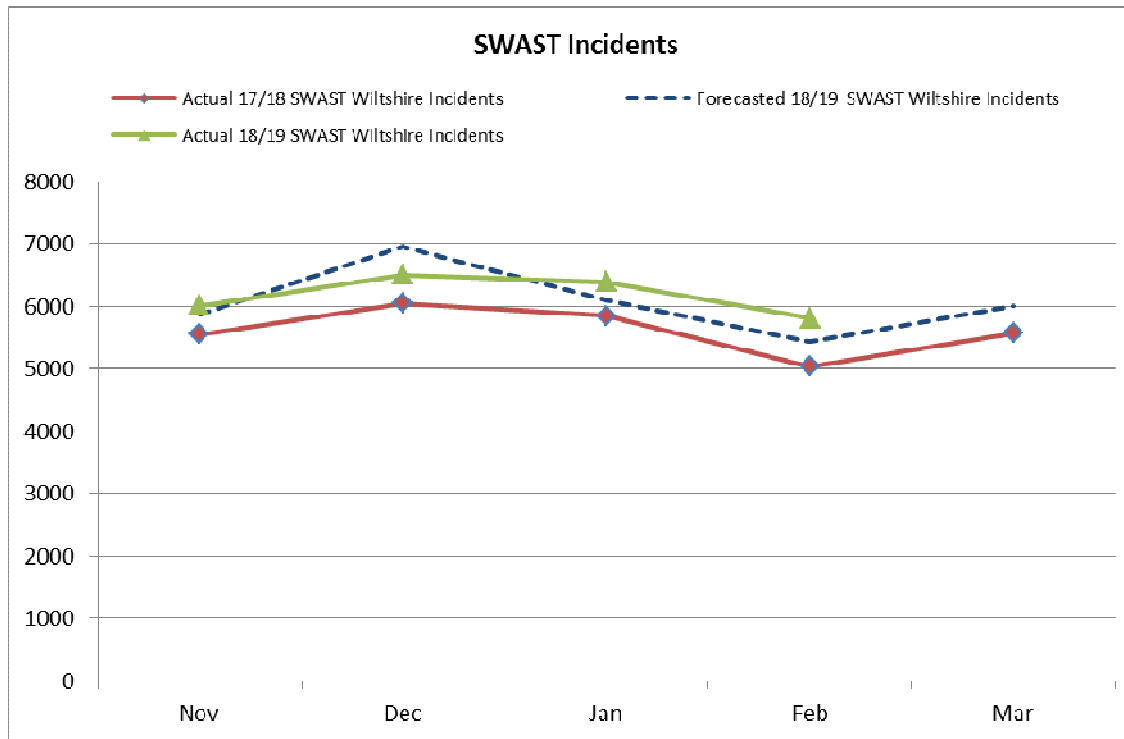
NHS 111 Call Activity and Outcomes (Oct-Jan)

- NHS 111 contracted BSW activity volumes is approx. 29% than contracted (excluding HCP line calls)
- Similar call patterns to previous years, increasing Nov – Jan
- 83% of NHS 111 calls answered in 60secs
- Over 65% of calls are being assessed by a clinician (one of the highest rates in the country)

NHS 111 Call Outcomes (Oct-Jan)

- Ambulance – 11.6% - significantly below the national average of 13.92% for January.
- ED – 6.1% - significantly below the monthly national average which was 8.5% for January.
- Primary Care – 45.8%
- Self Care – 4.2%

Ambulance Activity



Nov18 to Feb19 Activity:

- 1.5% higher than forecasted
- 10% higher than 17/18 incidents

Outcomes:

- Hear and Treat = 11%
- See and Treat = 37%
- See & Convey = 52%
- to ED = 46%

Performance:

- Cat 1 Response mean and 90th Percentile targets not met; but overall the trust has achieved Cat 1 target

	Nov 18	Dec 18	Jan 19	Feb 19
Category 1 Response Count	298	291	263	272
Category 1 Mean Response Duration (Mins)	7.8	8.0	8.0	8.2
Category 1 90th Percentile Response Duration (Mins)	13.8	15.4	15.7	14.7

Month_Yr	Cases
201902	715
201901	926
201812	1072
201811	776
201810	771
201809	870
201808	851
201807	792
201806	791
201805	917
Total	8481

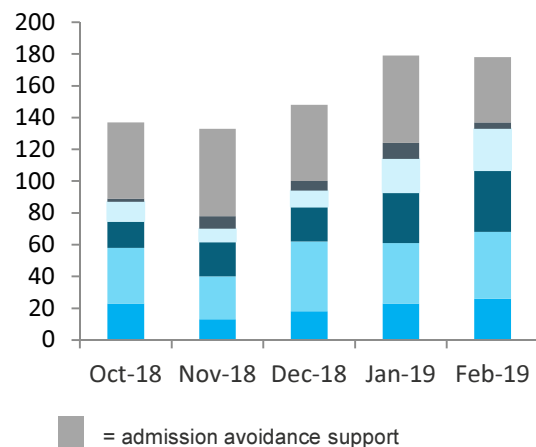
Location Name	Beds	Cases
The Fairways	60	223
Goodson Lodge Care Centre	64	213
Ashwood Care Centre	82	211
Blenheim House Specialist Care Centre	85	208
Cepen Lodge	63	194
OSJCT Watersmead	50	189
The Old Vicarage	42	177
OSJCT Brookside	50	159
Wiltshire Heights Care Home	63	154
Clarendon House	7	152
OSJCT Hungerford House	48	143
Brunel House	65	142
Bassett House	63	139
Longbridge Deverill House and Nursing Home	80	136
Trowbridge Oaks Care Home	52	134
Merlin Court Care Home	62	126
The Wingfield	89	119
Meadow Lodge	4	118
Firlawn Nursing Home	40	107
OSJCT Athelstan House	80	105
OSJCT Coombe End Court	60	105
Fountain Place Nursing Home	17	104
Goatacre Manor Care Centre	48	103
OSJCT Buckland Court	50	100
OSJCT The Cedars	49	100
Gracewell of Salisbury	63	99
Hayward Care Centre	80	99
The Westbury Care Home	51	99
Warrington Lodge	21	99
OSJCT Ridgeway House	43	97
Savernake View Care Home	64	96
Avon Court Care Home	60	95
Ferfoot Care Home	52	95
Hanford House	58	94
Total	4952	8481

Case date	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	Total
31/12/2018	1					1	2		1				1				1		1	2	1		1	3	15
30/12/2018	1	1	1	1					3	5	4	7	5	8	2	5	6	2	3	3	1	3	1	2	64
29/12/2018	2		2		2		1	2	1	4	9	9	2	2	4	5	5	1	2	4	1	4	1		63
28/12/2018	2	1		1	1	5	1	2		1	1	1			2			1	4		3	2		1	29
27/12/2018		1	2	1										2				1	1	3	1		1	1	14
26/12/2018	1		2	1		1		2	6	6	8	9	4	4	3			4	2	1					54
25/12/2018			3	1	1			1	4	7	5	3	5	2	3	4	1	2	2						45
24/12/2018		2			1											3			1	4	1	1		2	15
23/12/2018	2	1	1				1		6	2	6	9	7	9	3	1	4	5	3	4	3			2	69
22/12/2018	1	1	2			2	3	1	4	3	9	15	6	8	6	5	3	2	5	2	2	2	4	1	87
21/12/2018	1	1	2		1	3											2	2	1	1				1	15
20/12/2018	2		1	1			1			1						1		1	2	4	2				16
19/12/2018	1	1	1				1									1	1	1	4	1	1	2	2		17
18/12/2018	1	1				1	1	1	2						3	3			1	2	4		1		21
17/12/2018	1	1				2		1										2	4	2					13
16/12/2018	2	3		1	1	1	1	3	4	5	6	2	1	5	5	5	4	5	3	3	2	1	2	1	66
15/12/2018						1		3		3	3	7	6	7	7	6	2	3	2	3	4	1	2		60
14/12/2018					1					1								2	3	2	1	3			14
13/12/2018		3	1	4			1	1		1	1		1					1	1					1	16
12/12/2018		2					1	2						1	1			3	1	1	1	2			15
11/12/2018	1		4	1	1		1		1	1	1	1					1		2	5	1	2	1		23
10/12/2018		2	1		1	2		1		1								1		3	4	1	2	1	20
09/12/2018	2			2	3	1	1	4	5	9	7	3	4	3			3	3	2	3	1	4	1	2	63
08/12/2018	2	2		1		1	1	1	4	9	7	5	4	3	9	6	3	1	2	3		3		1	65
07/12/2018										1		1						2	3	5	4	3	2		21
06/12/2018	1		1						1	1		1	1					1	2	1		1	2	2	15
05/12/2018		1	1	1	1	1	1	1		1						1	1	1	2	2	2	3		1	20
04/12/2018		1	1							1	1								3						7
03/12/2018	1		1	1					1		1							3	1	1		1	1		13
02/12/2018	1	2	2	1	2	1	1	1	2	4	5	4	8	4	3	4	6	1	6	4		1		1	64
01/12/2018	1	1	2		1	2		2	3	4	4	3	3	1	6	4	2	3	2	4	1	2	1	1	53
Total	26	25	21	25	18	26	21	24	39	55	85	86	65	58	59	60	47	45	65	75	52	36	35	24	1072

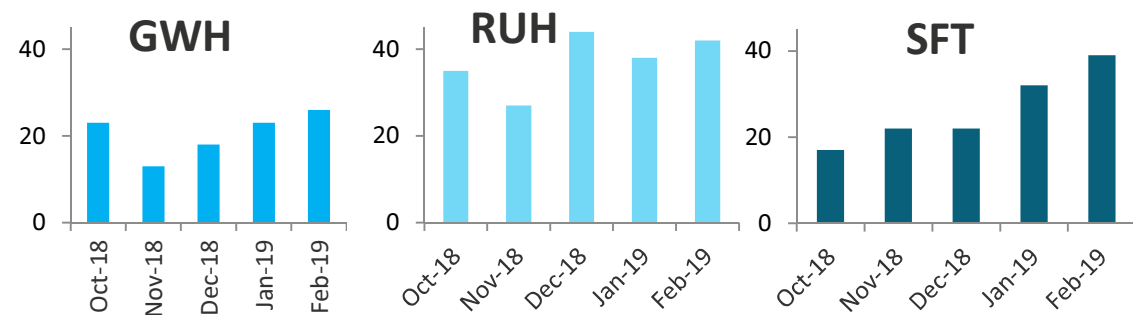
Performance on Length of Stay Actions



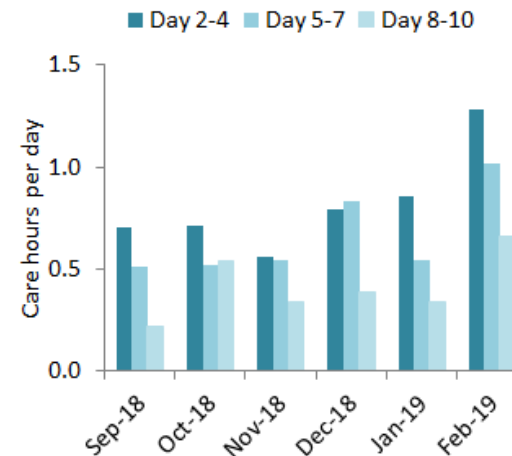
Number of patients starting Home First pathway each month has increased



Including increased discharges through Home First at all trusts



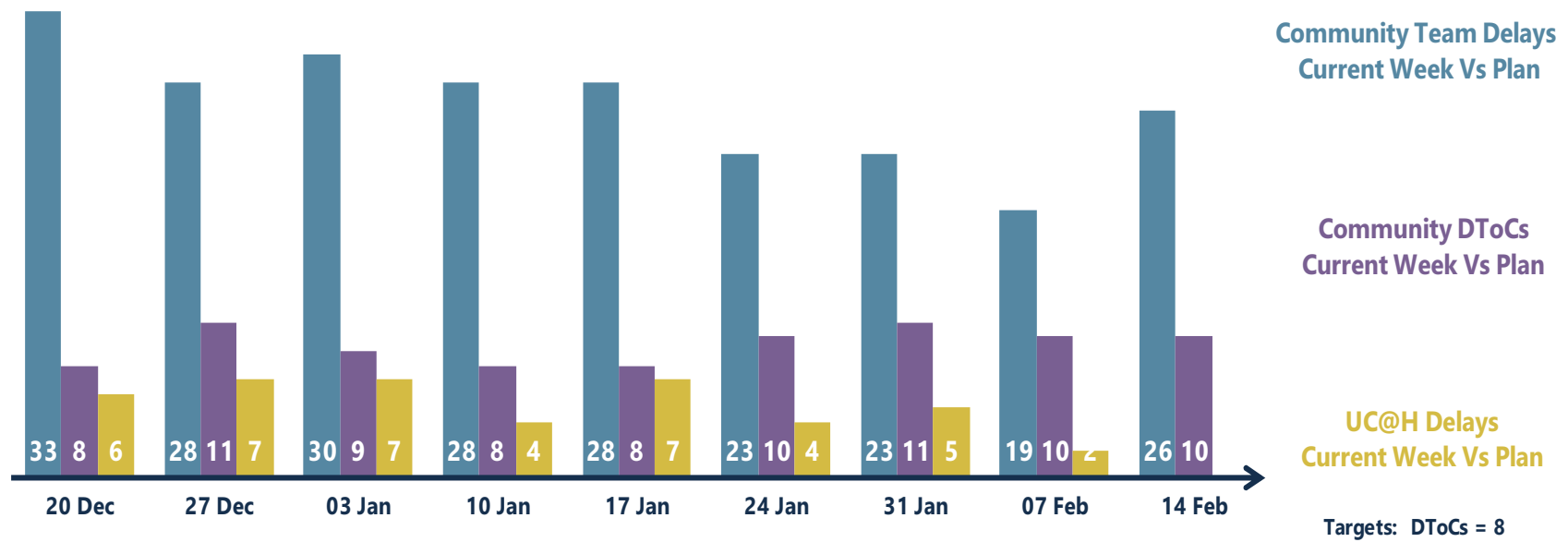
Complexity increasing: patients starting on pathway requiring more initial support



Wiltshire H&C / Medvivo - Community Delays

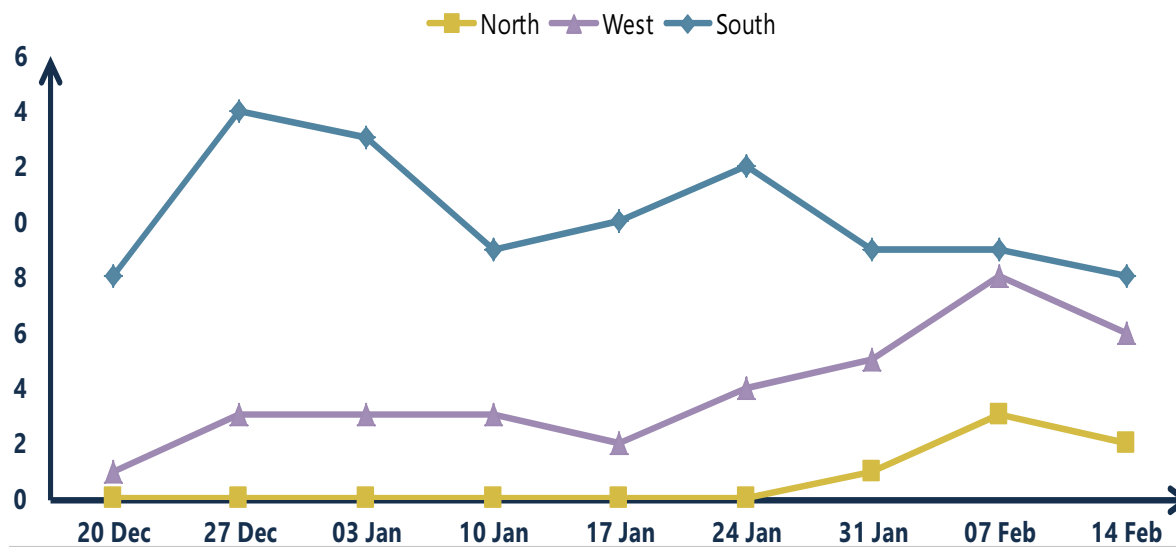
Snapshot at 11:59 Thursday
Data source: Wiltshire Health & Care, Medvivo

Community Teams WHC Community Hospitals UC@H delays



Wiltshire Council - ICT LoS > 42

Snapshot at 11:59 Thursday
Data source: Wiltshire Council

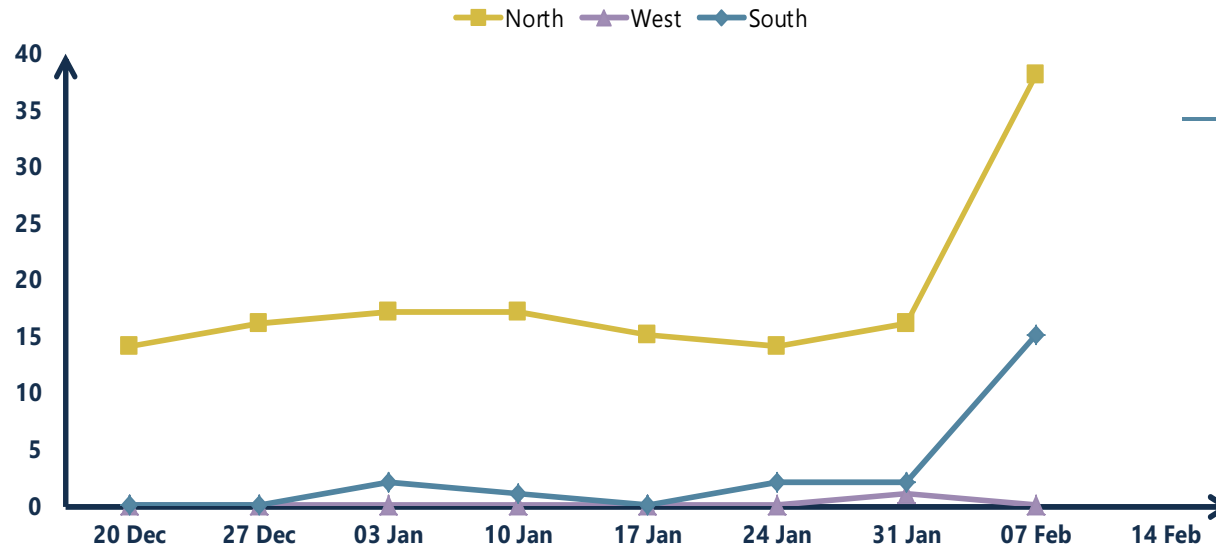


	Current Week	Week Change	Vs Plan
North	2	↓ -1	
West	6	↓ -2	
South	8	↓ -1	

Supporting Narrative:

Wiltshire Council - Voids

Snapshot at 11:59 Thursday
Data source: Wiltshire Council

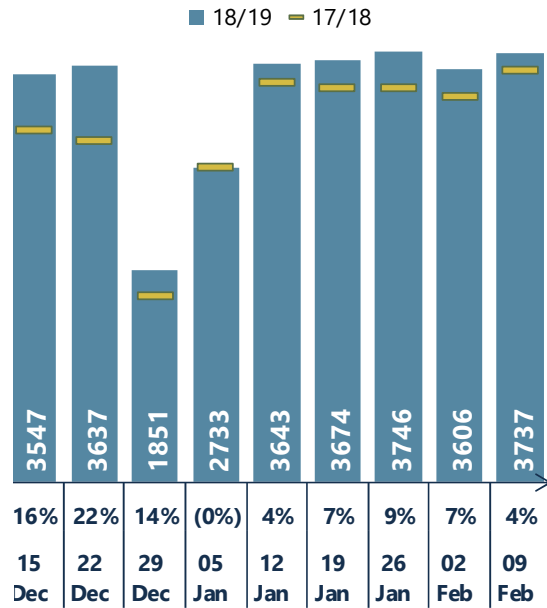


	Current Week	Week Change	Vs Plan
North	38	↑ 22	
West	0	↓ -1	
South	15	↑ 13	

Primary Care Activity

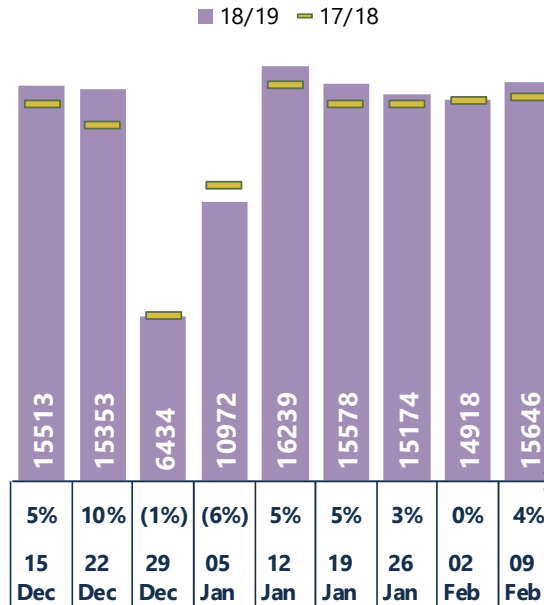
Data source: NHS Wiltshire CCG - TPP extract

Telephone Contacts



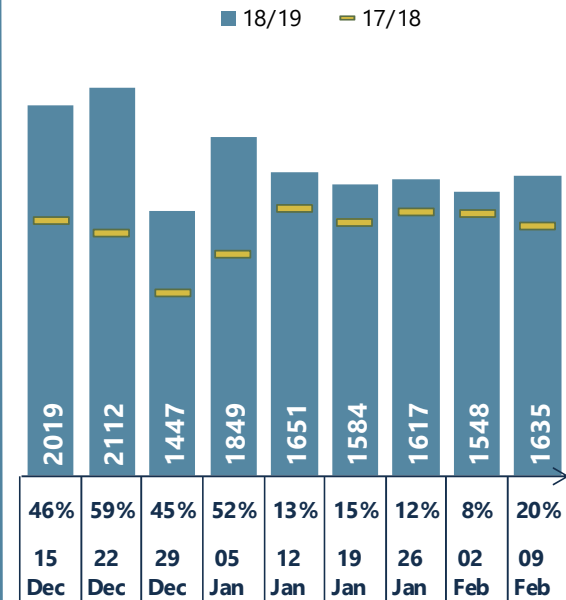
YTD % Difference: **4%**

Face to Face Appointments



YTD % Difference: **6%**

Home visits



YTD % Difference: **49%**

	SERVICE	RESOURCE	DATE IN PLACE	FUNDING
WILTSHIRE WIDE Pop 492,763 (Sept 18)	Community Hospital beds (Chippenham, Warminster and Savernake)	88 beds	Existing	WHC CONTRACT
	Intermediate Care	65 beds	Existing	BCF
	HomeFirst / HomeFirst+	85,500 hours	Mob timeline	BCF
	Urgent Care @ Home	Baseline provision approx. 65 POC/mth	Existing	BCF
	HTLAH Alliance	New HTLAH Alliance has added 14 new providers to Wiltshire who will be building new capacity. As this is a dynamic framework providers will be able to get on the framework at any time if they reach quality standards	In place	WC current contracts
	County wide - Peripatetic Social Work Team	Locum Social Workers (x 4 countywide) and 1 x specialist manager	In place	ASC winter
	Trial of SW in ED	RUH and SFT	In place	
	HTLAH block contracts for additional winter capacity for dom care and Reablement	First City Nursing 400 Reablement hours (South). Agincare 200 domiciliary care hours in North. CareMatch 122 hours in the South (Amesbury/Tidworth). 200 Hours allocated to First City to be available in the South for a bridging service	14 Dec. New Bridging service to be established by 1/4/19	WC
SOUTH/SFT 31% of pop 36% of activity to SFT	Step down Social Care D2A 3 - Bartlett House, x1 - Avonbourne Care Centre, x1 - Willowcroft x1 - Buckland Court	6 beds OSJ	1 st Oct	ASC winter
	Age UK Home From Hospital Services	VCS support for discharge reviewed and scope expanded	15 th Oct	ASC and CCG
	Dementia Nursing beds – Longbridge Deverill	2 beds (countywide resource)	1 st Nov	ASC winter
NORTH EAST/GWH 36% of pop 26% of activity to GWH	Step down Social Care D2A (Athelstan House)	4 OSJ	1 ST Nov	ASC winter
	Dementia Nursing beds – Brunel Hse	2 beds (countywide resource)	Tbc	ASC winter
	Step down beds (mitigation HF recruitment) Bassett House	6	From 17 th Dec	BCF (HF envelope)
	Additional beds on Ailesbury	4	21 st Jan 19	CCG
	Step down Social Care D2A (Hungerford	4	1 st Nov	ASC winter

Infection Update

- Influenza and influenza like illness activity
- Infectious intestinal disease activity



IP&C Update

- **Influenza and Influenza Like illness**

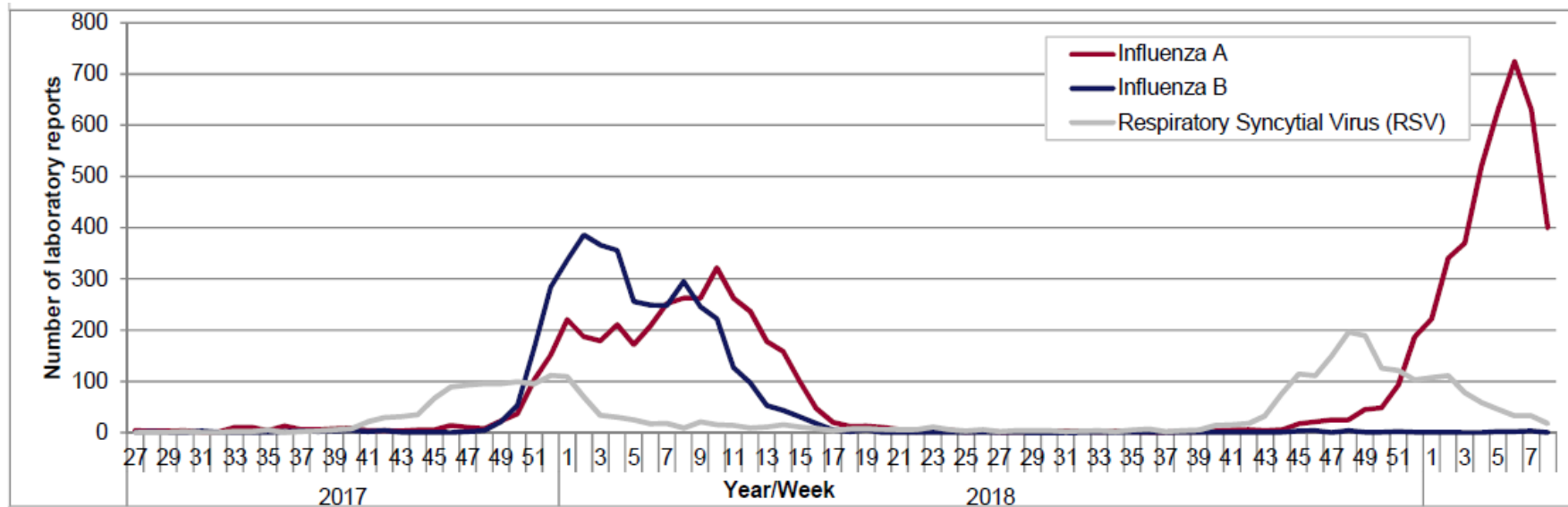
In PHE South West as of 11/03/2019 there were 10 outbreaks reported in week 9, 9 in care homes and 1 in educational settings. This is same as the previous week, and lower than the same time period last year. Reports of influenza A (400 vs 631) were lower in week 9 compared to the previous week, reports of influenza B cases were 0 in week 9. The GP (in hours) consultation rates for ILI in week 9 were lower than the previous week in PHE South West (10.3 vs 15.1 per 100,000) lower than the national rate of 12.1 per 100,000.

- **Influenza and Influenza Like illness- Wiltshire summary**

In Wiltshire the influenza and influenza like illness rate was 0.8 per 100,000 which is the lower than the previous week. There has been 1 laboratory confirmed cases in Wiltshire during week 9, this is less than the previous week.

Weekly laboratory report of influenza A, Influenza B and RSV 2017-2019

Page 43



Seasonal pattern same as previous years.

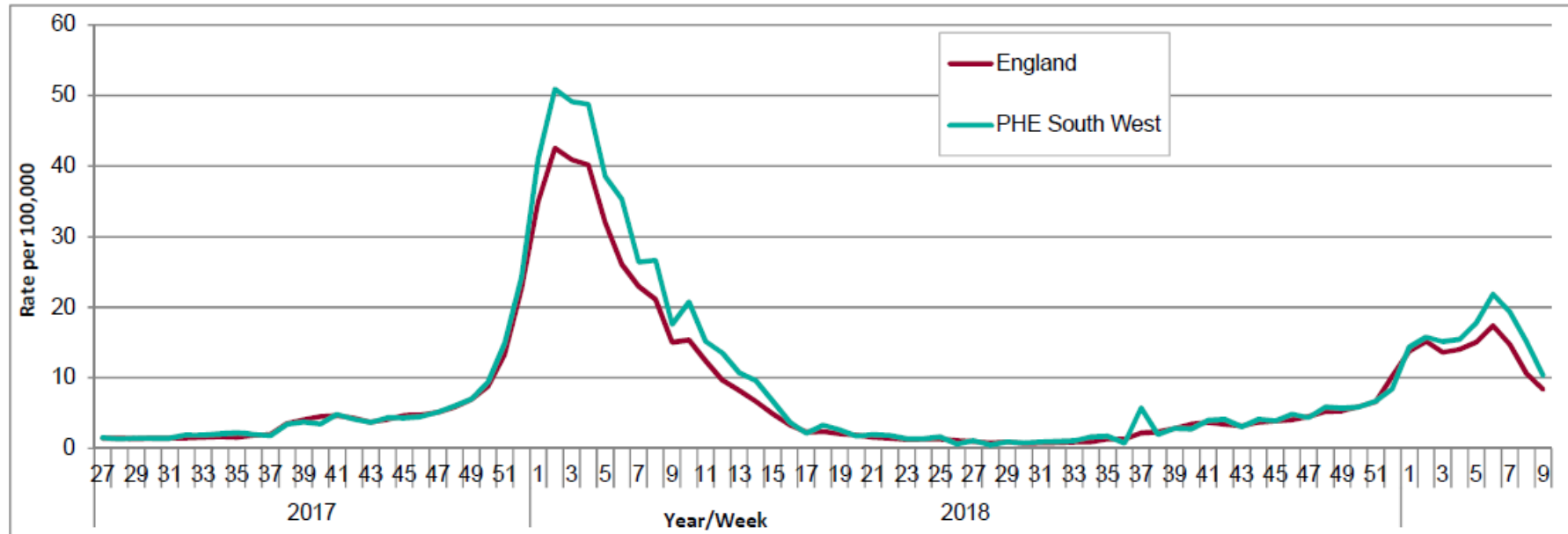
Flu A more prevalent in 2018/19 season.

Severity lower in 18/19 - far fewer hospital admissions and primary care attendances.

'The right healthcare for you, with you, near you.'

GP (in hours) influenza like illness consultation rate, PHE South West and England

Page 44



'The right healthcare for you, with you, near you.'

Wiltshire CCG Flu Vaccinations

Category	Over 65	Under 65 at risk	Children aged 2	Children aged 3	Pregnant women
2017/18	73%	50.1%	50.2%	52.2%	49.5%
2018/19	74%	50.4%	52.4%	53.9%	49.1%

Page 45

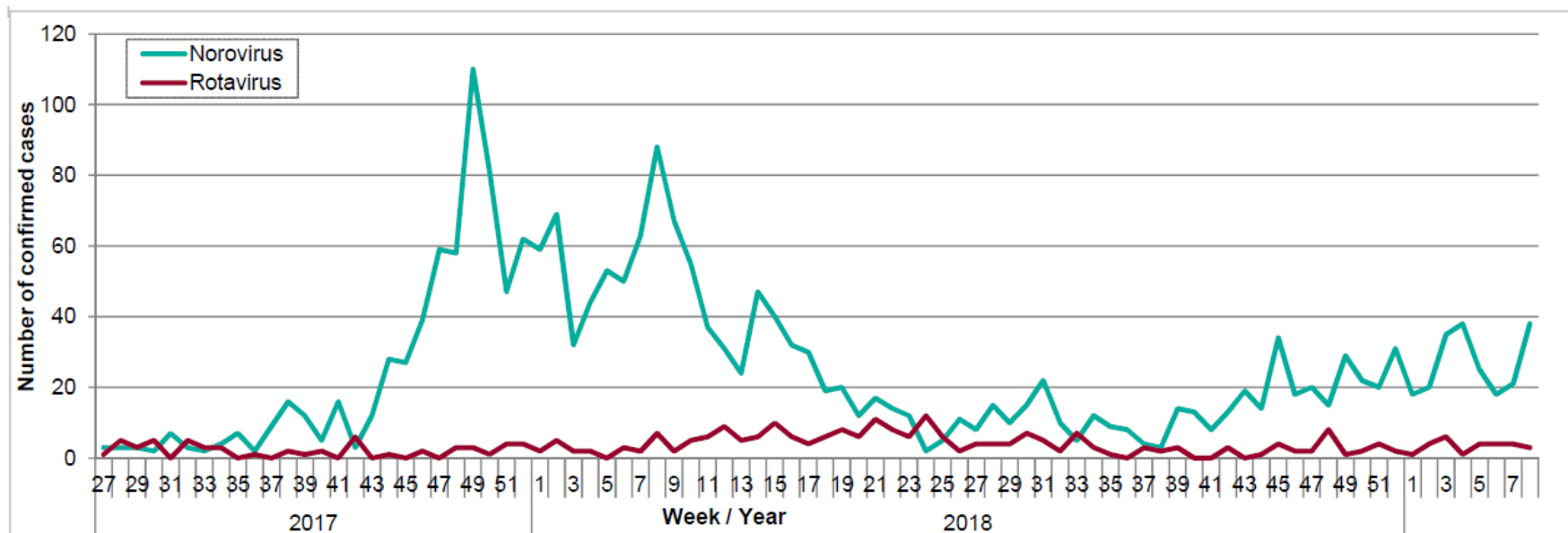
Vaccine uptake rates across Wiltshire GP practices as of end of February 2019.

2nd Highest vaccination rate in the region.

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Infectious intestinal disease activity

- Wiltshire's whole health economy have experienced increased rates of Norovirus and Gastrointestinal outbreaks, which follows a national picture.
- These have been largely in the care homes and schools
- These are lower than the same time period last year but have contributed to the increase in bed closures
- The below graph illustrates the current rates across the south west

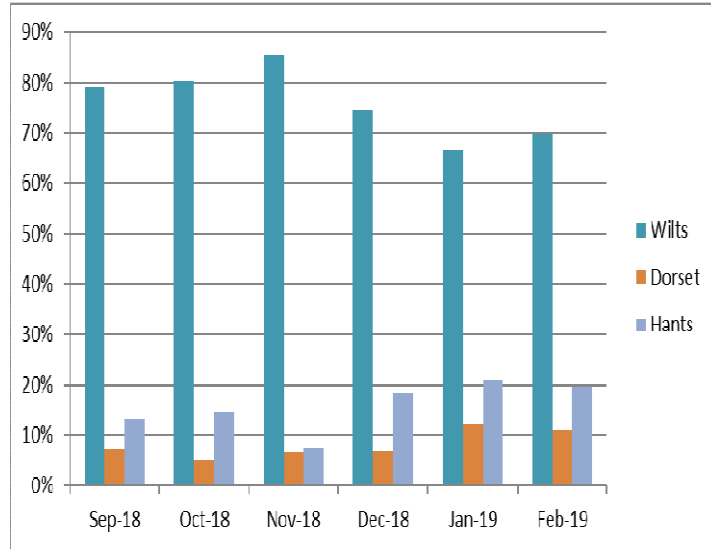


South Wiltshire system



Salisbury District Hospital DToC

Page 48



Month	Wilts	Dorset	Hants	Total
Sep-18	20	2	3	26
Oct-18	19	1	4	24
Nov-18	23	2	2	27
Dec-18	16	1	4	21
Jan-19	14	3	5	22
Feb-19	18	3	5	25

- System Winter Director appointed
- Expert Panel established at SFT, chaired by the CCG Chief Nurse
- Daily DToC meeting with the clinical teams
- Weekly stranded patient review
- New discharge Patient tracking List
- Programme of work established to deliver improvements in pre, inter and post hospital care as well as a workstream on system resilience (including Easter/ Winter Planning)

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Multi Agency Discharge Event (MADE)

SFT hosted two MADE Events :

- Salisbury Hospital 19 December 2018
- Salisbury Hospital 9 January 2019

WHC Hosted Improvement Event

- Wiltshire Health & Care 26th March 2019

Brought together the local health system to:

1. Recognise and unblock delays (internal and external)
2. Support improved patient flow across the system
3. Build up patient waiting lists for community services
4. Challenge the next step for each patient
5. Identify opportunities for improvement, linked to discharge process/education/awareness

Learning from Multi Disciplinary Discharge Events (MADE)

Bottlenecks cleared but exposing system wide bottlenecks

- Continue to create a *multi-agency* conversation about patient discharge options
 - **Staff thinking differently**
 - Encourage and empower staff to challenge discharge conversations
- Community MADE Event to be co-ordinated

South Wiltshire ECIST Review

The Wiltshire A&E Local Delivery Board invited the Emergency Care Intensive Support

Team (ECIST) to review the following:

- Integrated discharge processes (including community, social care and SFT)
- Site management and operational reporting
- Referral process and pathways including social care
- Community teams, case management and transfer of cases

The visit took place over two days in November 2018, during which the visiting team observed the following:

- DTOC and Expert Panel meetings
- Site meetings
- Wards and Board rounds
- Ambulatory Emergency Care unit
- Discharge lounge

Meetings were held with the following groups of staff:

- Therapies lead and team
- Integrated Discharge Service and Social care team

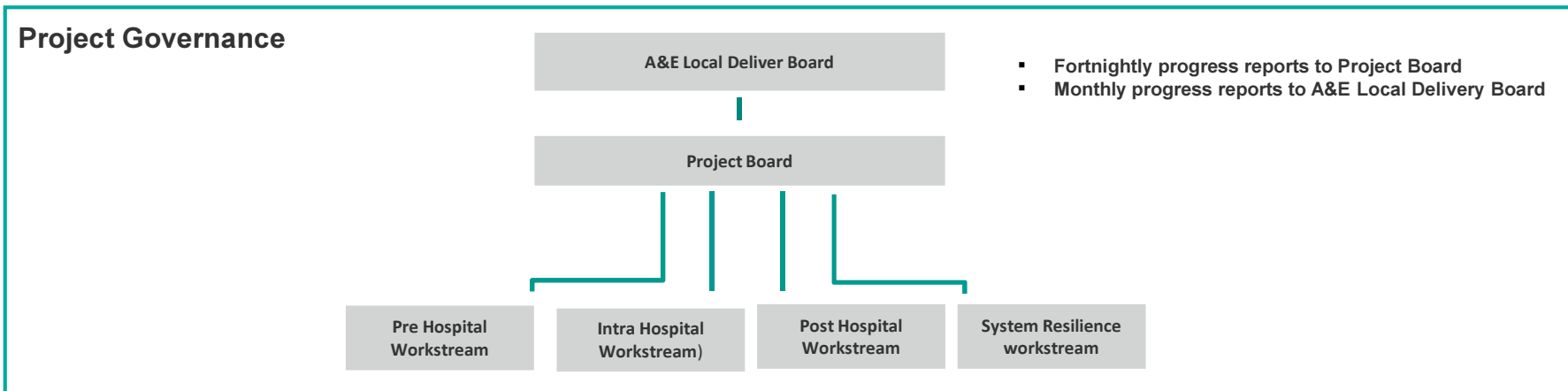
South Wiltshire System Integrated Improvement Programme: Terms of Reference and Governance Arrangements

Page 52

Workstream Leads	
Pre Hospital:	Jo Cullen, Director of Primary and Urgent Care, Group Director West Wiltshire
Intra Hospital:	Andy Hyett, Chief Operating Officer, SFT
Post Hospital:	Lisa Hodgson, Chief Operating Officer, Wiltshire Health & Care
System Resilience:	Gavin MacDonald, System Winter Director

- Success criteria**
- Clear project plans by 8th March 2019
 - A&E Local Delivery Board sign-off of the improvement plan and governance arrangements (19th March 2019)
 - Progress projects to agreed milestones
 - Exception reporting to the fortnightly project board
 - Be able to quantify the improvement in length of stay (LOS) reduction and performance improvement by 5th April 2019.
 - Agree a system trajectory for a reduction in length of stay, Delayed Transfers of Care (DToC) by the end of March 2019

- Key Objectives of the Project**
- Delivery of ECIST recommendations
 - Delivery of the four workstreams to agreed timescales
 - Delivery of the 4-hour standard to deliver the 95% trajectory
 - Reduce LOS (to be quantified)
 - Reduce DToC to no more than 14 patients delayed per week



Salisbury District Hospital Improvement actions

Action	Detail	Status	Completion Date
Embed the SAFER Care Bundle	To embed four main aspects of the SAFER Care bundle into Trust staff practice.	Work in progress	August 2019
Older People and Frailty Pathway	To improve the health for older people through strengths based working, prevention, early intervention and rapid reablement	Work in progress	March 2020
Service Function Reviews	To review identified service areas and operational meetings.	Work in progress	May 2019
Data, information and system access	To ensure our data sources, information systems and information that is reported on, is accurate, available in a timely manner and systems can support teams moving forward (across Acute and community services)	Work in progress	May 2019
End of Life Care	To review the existing systems in place for our CHC and Fast track patients being discharged from hospital on these pathways. To overall improve the quality and experience for patients, relatives and staff	Work in progress	March 2020

South Wiltshire System Improvement Actions

Page 54

Action	Detail	Status	Completion Date
Implementation of Trusted Assessor	There will be a trusted assessment and assessor between SFT and care homes	Work in progress	Trusted assessment partially implemented but no agreed date for Trusted Assessor
Demand and Capacity work, including Discharge to Assess	Demand and capacity assessment to be undertaken to ensure capacity meets demand across the health and social care system	Work in progress	Model available March 2019
System Frailty Pathway work	Develop a frail older people's pathway using the Silverbook, time standards with improvement/outcome measures to understand the effectiveness of the pathway	Work in progress	Programme scope to be available April 2019

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