

AGENDA

Meeting: Health Select Committee
Place: Kennet Committee Room, County Hall, Trowbridge
Date: Tuesday 30 April 2019
Time: 2.30 pm

Please direct any enquiries on this Agenda to Roger Bishton, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line (01225) 713035 or email roger.bishton@wiltshire.gov.uk

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

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Membership:

Cllr Howard Greenman (Chairman)	Cllr Deborah Halik
Cllr Gordon King (Vice-Chairman)	Cllr Andy Phillips
Cllr Christine Crisp	Cllr Pip Ridout
Cllr Clare Cape	Cllr Tom Rounds
Cllr Mary Champion	Cllr Fred Westmoreland
Cllr Gavin Grant	Cllr Graham Wright
Cllr Mollie Groom	

Substitutes:

Cllr Pat Aves	Cllr Mike Hewitt
Cllr Trevor Carbin	Cllr George Jeans
Cllr Ernie Clark	Cllr David Jenkins
Cllr Anna Cuthbert	Cllr Nick Murry
Cllr Peter Fuller	Cllr Steve Oldrieve
Cllr Russell Hawker	

Stakeholders:

Irene Kohler	Healthwatch Wiltshire
Diane Gooch	Wiltshire & Swindon Users Network (WSUN)
Joanne Burrows	SWAN Advocacy
Sue Denmark	Wiltshire Centre for Independent Living (CIL)

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If you have any queries please contact Democratic Services using the contact details above.

Pre-meeting information briefing

The meeting will be preceded by a presentation starting at **1.30pm**, in the meeting room.

Topic: winter pressures.

All members and substitutes of the Health Select Committee are welcome to attend.

PART I

Items to be considered whilst the meeting is open to the public

1 **Apologies**

To receive any apologies or substitutions for the meeting.

2 **Minutes of the Previous Meeting** *(Pages 7 - 14)*

To approve and sign the minutes of the meeting held on 5 March 2019.

3 **Declarations of Interest**

To receive any declarations of disclosable interests or dispensations granted by the Standards Committee.

4 **Chairman's Announcements**

To note any announcements through the Chairman, including:

4a **Green paper on care and support for older people**

Following the Government's announcement in June 2018 that its care and support green paper would be further delayed until the autumn, the LGA published "The lives we want to lead" in July 2018, its own green paper for adult social care and wellbeing.

The LGA report will be considered by the Health Select Committee alongside the government's green paper when it is published but it is brought to members' attention now, for information.

Information on the work undertaken by the LGA to write the report, as well as the report itself can be accessed on the LGA website at:
<https://futureofadultsocialcare.co.uk/>

5 **Public Participation**

The Council welcomes contributions from members of the public.

Statements

If you would like to make a statement at this meeting on any item on this agenda, please register to do so at least 10 minutes prior to the meeting. Up to

3 speakers are permitted to speak for up to 3 minutes each on any agenda item. Please contact the officer named on the front of the agenda for any further clarification.

Questions

To receive any questions from members of the public or members of the Council received in accordance with the constitution.

Those wishing to ask questions are required to give notice of any such questions in writing to the officer named on the front of this agenda no later than 5pm on **Tuesday 23 April** in order to be guaranteed of a written response. In order to receive a verbal response questions must be submitted no later than 5pm on **Thursday 26 April**. Please contact the officer named on the front of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

Details of any questions received will be circulated to Committee members prior to the meeting and made available at the meeting and on the Council's website.

6 **Forward Work Programme** *(Pages 15 - 26)*

As agreed at the meeting on 5 March 2019 the forward work programme for the committee has been brought forward on the agenda.

The Committee is invited to consider the work programme and to take into consideration the items already listed on it when making recommendations throughout this meeting.

7 **Winter pressures** *(Pages 27 - 78)*

The Health and Wellbeing Board considered the attached report at its meeting on 21 March 2019 (minutes can be accessed [here](#)).

The committee will receive a further verbal update from Jo Cullen, Director of Primary and Urgent Care, Group Director West Wiltshire, Wiltshire CCG, on the first year of Integrated Urgent Care and Emma Legg, Director Access & Reablement, Adult Care Operations - Access and Reablement, Wiltshire Council.

8 **Delivery of Integrated Urgent Care: the first year - performance, challenges and successes**

To receive a verbal update from Jo Cullen Director of Primary and Urgent Care, Group Director West Wiltshire, Wiltshire CCG, on the first year of Integrated Urgent Care.

9 **Primary Care Networks**

To receive a verbal update from Jo Cullen Director of Primary and Urgent Care, Group Director West Wiltshire, Wiltshire CCG, on the Primary Care Networks / Integrated Neighbourhood Teams which are being developed across Wiltshire. Formed around natural communities or neighbourhoods, based on GP

registered lists (30,000 to 50,000 population) and involving primary care/community providers including general practice, community pharmacy and community health, mental health, social care services and voluntary sector, these are part of GP Contract changes in 2019/20.

10 **Citizen's panels**

In late December 2018 NHS Wiltshire CCG successfully bid for some monies from NHS England to support the establishment of a Citizen's Panel across the BANES, Swindon and Wiltshire health and care system.

A Citizens' Panel aims to be a representative, consultative body of local residents. They are typically used by statutory agencies, particularly local authorities and their partners, to identify local priorities and to consult service users and non-users on specific issues.

To receive a verbal update from Sarah MacLennan, Associate Director of Communications & Engagement, CCG, on the aims of the Citizen's Panel, how it will support the health and care work across BANES, Swindon and Wiltshire and on progress and process in getting the panel established.

11 **Task Group and Programme Boards Representatives Updates**

To receive any updates on recent activity for active task groups and from members of the Health Select Committee who have been appointed as overview and scrutiny representatives on programme boards.

12 **Urgent Items**

To consider any other items of business that the Chairman agrees to consider as a matter of urgency.

13 **Forward work programme - items for the next meeting**

Taking into accounts the recommendations and decisions made during this meeting the committee is invited to review the items on its forward work programme for its next meeting (25 June 2019).

14 **Date of Next Meeting**

To confirm the date of the next meeting as Tuesday 25 June 2019 (10.30am).

PART II

Items during whose consideration it is recommended that the public should be excluded because of the likelihood that exempt information would be disclosed

None.

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HEALTH SELECT COMMITTEE

DRAFT MINUTES OF THE HEALTH SELECT COMMITTEE MEETING HELD ON 5 MARCH 2019 AT KENNET ROOM - COUNTY HALL, BYTHESEA ROAD, TROWBRIDGE, BA14 8JN.

Present:

Cllr Gordon King (Vice-Chairman), Cllr Clare Cape, Cllr Mary Champion, Cllr Gavin Grant, Cllr Howard Greenman, Cllr Mollie Groom, Cllr Deborah Halik, Cllr Andy Phillips, Cllr Pip Ridout, Cllr Tom Rounds, Cllr Fred Westmoreland and Cllr Graham Wright

Also Present:

Cllr Jerry Wickham

1 Membership Changes, Election of Chairman & Apologies

Membership Changes

Jim Brewster, Democratic Services Officer, asked the Committee to note the following changes to membership of Health Select Committee; Cllr Chuck Berry leaves, Cllr Tom Rounds joins and Cllr Mike Hewitt joins as a substitute.

Election of Chairman

Jim Brewster, Democratic Services Officer, called for nominations to the position of Chair of Health Select Committee for the remainder of the municipal year 2019-20.

Cllr Graham Wright proposed Cllr Howard Greenman to be appointed Chair of Health Select Committee, Cllr Pip Ridout seconded the proposal.

There being no other valid nominations, Cllr Howard Greenman was duly announced as Chair of Health Select Committee for the remainder of the municipal year 2019-20.

Apologies

Apologies were received from Cllr Christine Crisp.

2 **Minutes of the Previous Meeting**

Resolution

The minutes of the meeting held on 18 December 2018 were approved.

3 **Declarations of Interest**

There were no declarations of interest.

4 **Chairman's Announcements**

Care Quality Commission's (CQC) Action Plan

The Chair announced an update on the CQC's Action Plan that was presented to Health and Wellbeing Board on 7 February 2019.

The report and delivery plan was a response to the CQC's Local Systems Review that seeks to improve the experiences of people engaging with health and social care services.

The Chair noted the strength and breadth of progress represented by the report.

Overview and Scrutiny workshop - Effective Scrutiny meetings

The Chair announced that members had benefitted from the delivery of the workshop, 'Effective Overview and Scrutiny meetings', held in October.

Quality Accounts

The Chair announced that annual requests from partners to review their Quality Accounts were to be expected shortly. The Committee would be asked to consider how best to manage these requests when reviewing its forward work plan.

Local Government and Social Care Ombudsman update

The Chair brought the Committee's attention to the latest update on the Local Government and Social Care Ombudsman Report that had been taken to Standards Committee on 23 January 2019.

Public Health - Annual Report

The Chair announced that the 2018-19 Annual Report of Public Health would be a video instead of a written report. The video would be shared with the Committee when it was available.

5 **Public Participation**

There were no members of the public present.

6 **Adult Social Care - Quarterly scorecard**

It was anticipated that the use of the scorecards would be key to engendering a stronger, evidence-based performance culture.

The committee was informed that work was taking place on identifying key metrics that gave an overall perspective on service outputs and inputs.

The aim was to develop a set of metrics that drive the business plan and inform practice to the level of individual appraisals, thereby enabling portfolio holders and directors to execute their responsibility to hold services to account. The metrics used would be refined on an ongoing basis.

The discussion noted the value of the scorecard's metrics, presentation and legibility.

Members of the committee sought, and were offered reassurance that consideration would be given to using at least two data-points for each metric to ensure context and/or relevant comparison and that triangulation and benchmarking would be undertaken where possible.

Overall the committee welcomed a process that clarified the value of, and distinction between, performance measures about outputs and managerial metrics about inputs but raised concern over the work required to report on 50 key performance indicators.

Reassurance was offered, and it was explained that Adult Social Care produced over 400 metrics and that this set of 50 was an initial assessment of the most significant key performance indicators.

Resolved

To consider the Key Performance Indicators and Adult Social Care Quality Scorecard at a pre-committee briefing (likely to be 25 June 2019).

To invite the Cabinet member to consider the following with regards to the scorecards:

- a. using more than 2 data points to inform the scorecards (to highlight trends);**
- b. including national comparison on monitoring figures;**
- c. showing the “strategic weight” of the Key Performance**

Indicators (how do they link with the council's business plan and / or priorities)

- d. reviewing the KPIs themselves on a regular basis, such as every 6 months**

7 Places of safety - update

Lucy Baker, assured the Committee that the current pilot would continue whilst its impact was being evaluated. The report was due to be released towards the end of April and would be brought to committee when available.

Resolved

That, at the earliest opportunity (pending release by NHS England), the committee receives the analysis of the feedback on the impact the temporary closure was having on the populations of Swindon and Wiltshire and individuals using the service.

8 Maternity Transformation Plan - update

Lucy Baker, updated the Committee on the consultation on Maternity Transformation Plan, which had received 1,700 responses. This was a higher number of responses than anticipated and, whilst good news, meant that the University of Bath, which had been commissioned to analyse the results, now required more time to do so. These results would then be presented to a panel of clinicians (not previously involved with the consultation or proposal) who would make recommendations.

Cllrs congratulated all those involved on a successful consultation and commended the efforts made to increase public engagement.

Resolved

To consider the outcome of the public consultation and the findings of the panel of clinicians on the Maternity Transformation Plan at the meeting on 25 June 2019.

9 Proposed Relocation of the Royal National Hospital for Rheumatic Diseases' Bath Centre

Sarah MacLennan introduced the briefing note that had been circulated with the agenda.

The committee noted national news coverage of complex pain services, the unfortunately low response rate to the consultation and highlighted local issues of parking and access at the proposed building.

Resolved

To note the briefing on the proposed Relocation of the Royal National Hospital for Rheumatic Diseases' Bath Centre.

To receive an update (as a chairman's announcement) to confirm when the service does move to the Combe Park site.

10 Children and Adolescent Mental Health Services task group

The committee considered the executive response included with the agenda as well as the comments made by the Children's Select Committee.

It was noted that recommendation 2.b had been rejected and, although the reasons for this were understood, the committee sought reassurance, which was given, that the outcome of the research on good practice for transitions would be brought back to the committee when available.

The committee was informed of a positive development since the report had been published as the national planning guidance (10 year plan for health) had now been published and required pathways for all 16 to 25 year olds to be in place by 2023, which meant that Oxford Health (providing Child and Adolescent Mental Health Service in Wiltshire) and Avon and Wiltshire Mental Health Partnership (providing Mental Health support for adults in Wiltshire) would now be working closer together. The council and CCG were already working on this and hoping to co-produce the pathway during 2020 and were hoping to be able to present on this towards the end of 2020.

Resolved

To note the comments and resolutions from the Children's Select Committee meeting on 8 January 2018.

To note the executive response to the Final Report – Part One of the CAMHS Task Group.

To welcome further updates from the CAMHS task group when it resumes its work from September 2019.

To receive the joint report (CCG and Wiltshire Council) on Mental Health as soon as available, it was currently anticipated to be presented to the Health and Wellbeing Board in June / July 2019.

11 Executive response - Extension of Specialist Commissioning Contracts for Supported Living, Floating Support and Supported Housing - report

The committee was reminded of the rapid scrutiny exercise which had taken place at the Cabinet Member's request as the meeting patterns for Cabinet and

Health Select Committee meant that it could not be considered by Health Select Committee before a decision was required from Cabinet.

The value of both the outcomes and the process of rapid scrutiny exercises were emphasised for situations like this, although every effort would be made to bring information to committee ahead of Cabinet's decisions.

Resolved

To note the executive response.

To be provided with an update on the model for procurement that would be adopted following this review work, in terms of the "direction of travel" for the contracts, including the feedback from providers and service users and if possible highlighting the main changes from previous contracts at the earliest opportunity.

To receive, through the Chairman and Vice-Chairman, brief factual updates, limited to confirming when key milestones have been reached, as anything else would fall outside the normal procurement process, for the following:

- a. Timely and effective customer, families, professionals and provider consultation (co-production)**
- b. Accommodation review to be completed**
- c. Co-production to develop service specifications for each service – replacing existing specifications, many of which are outdated and no longer fit for purpose.**
- d. Reviewing of funding models that are both appropriate and affordable for Wiltshire Council to ensure a sustainable provider market.**

12 Executive response - Rapid Scrutiny Exercise: Extension of Intermediate Care Bed Service contracts for 2019-2020 - report

As per the previous item in these minutes, the committee was reminded of the reasons for this rapid scrutiny exercise.

Resolved

To note the executive response.

To receive the outcome of the review of Intermediate Care Bed Service at the earliest opportunity.

To receive the outcome of the review of Intermediate Care Bed Service at the earliest opportunity.

13 Task Group and Programme Boards Representatives Updates

Cllr Jerry Wickham updated the Committee on Phase 2 of the Adult Social Care transformation programme that addressed learning disability and mental health. Confidence that work was moving the right direction was expressed, whilst it was recognised that more time was necessary to ensure the same rigour and discipline in programme management as had been applied to Phase 1.

14 Forward Work Programme

Following on from the chairman's announcement earlier in the meeting, the committee considered how it wished to deal with Quality Accounts this year.

Members of the committee fed-back from the workshop on gathering evidence they had attended on 28 February and invited the committee to review when and how it considered its forward work programme to ensure doing so generated a dynamic approach to the Committee's work.

Members of the committee also raised their concern about the length of time since the committee had received information from the South Wiltshire Ambulance Service Trust with regards to response time in rural areas and the current estate review being undertaken by the trust (which was likely to result in the closure of some local ambulance stations).

Following these discussions, it was

Resolved

To include the Forward Work Programme much earlier on the agenda (then refer to it throughout the meeting as consideration is given to items, information or reports being presented to future meetings).

That a small group of members of the Health Select Committee would meet to consider the Quality Accounts. Their findings would be circulated to the committee prior to the responses being sent to the relevant bodies. Cllr Gordon King, Cllr Clare Cape, Cllr Fred Westmoreland and Diane Gooch volunteered to undertake this work.

To invite SWAST to present to the HSC on 30 April on the following:

- a. Progress to date and planned activities in the Trust's estate review – including outcomes of the 2015/16 audit focusing on impact on Wiltshire, including Amesbury ambulance station.**

b. Update on service delivery in terms of performance, projects and activity (last received in September 2017), including work planned for 2019/20

c. Response times, especially in rural areas

15 Date of Next Meeting

To confirm the date of the next meeting as Tuesday 30 April 2019, starting at 2.30pm.

16 Urgent Items

There were no urgent items.

(Duration of meeting: 2.00 - 3.20 pm)

The Officer who has produced these minutes is Roger Bishton, of Democratic Services, direct line (01225) 713035, e-mail roger.bishton@wiltshire.gov.uk

Press enquiries to Communications, direct line (01225) 713114/713115

Health Select Committee Forward Work Programme

Last updated 1 MARCH 2019

Health Select Committee – Current / Active Task Groups			
Task Group	Details of Task Group	Start Date	Final Report Expected
Child and Adolescent Mental Health Services (CAMHS)			
N/A			

Health Select Committee – Forward Work Programme			Last updated 1 MARCH 2019		
Meeting Date	Item	Details / Purpose of Report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
30 Apr 2019	Better Care Plan and Delayed Transfers of Care - post winter update	An update on the Better Care Plan and Delayed Transfers of Care after winter 2018, including Allocation of better care fund. As agreed at the 24 April 2018 meeting.		Cabinet Member for Adult Social Care, Public Health and Public Protection	
30 Apr 2019	Chairman's announcement - LGA - Green paper on care and support for older people				Marie Gondlach
30 Apr 2019	Chairman's announcement - Public Health - Annual report to Secretary of State	Chairman's announcement – update on release of the film.	Tracy Daszkiewicz (Director - Public Health and Protection)	Cabinet Member for Adult Social Care, Public Health and Public Protection	
30 Apr 2019	Chairman's announcement - Sexual Health and Blood Borne Virus Strategy 2017-2020 - update	Following resolution at the Health Select Committee on 6 March 2018 to receive a one-year-on update on the implementation of the strategy, especially progress achieved on the Strategic Aims (Prevention, Diagnosis and Treatment) and the measuring of their stated outcomes. The committee had recommended that the actions in the Strategy follow the SMART principles.		Cabinet Member for Adult Social Care, Public Health and Public Protection	Steve Maddern
30 Apr 2019	Citizen's Panel	To receive information on the developing 'Citizen's Panel'			CCG - Sarah MacLennan

Health Select Committee – Forward Work Programme			Last updated 1 MARCH 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
30 Apr 2019	Integrated urgent care mobilisation programme - update	At its 11 July 2018 meeting the committee resolved to receive an update in 6 months time.			Jo Cullen Director of Primary and Urgent Care, Group Director West Wiltshire Wiltshire CCG
30 Apr 2019	Places of safety - user feedback update	It was agreed at the 5 March 2019 meeting that the committee would receive the analysis of the feedback on the impact the temporary closure was having on the populations of Swindon and Wiltshire and individuals using the service at the earliest opportunity. The report is pending release by NHS England - until then it will be included in the FWP for the next meeting (then can be deferred).			AWP
30 Apr 2019	Primary Care Networks	To receive information on the development of Primary Care Networks			CCG - Sarah MacLennan

Health Select Committee – Forward Work Programme			Last updated 1 MARCH 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
30 Apr 2019	SWAST performance update	<p>It was agreed at the 5 March 2019 meeting that the committee would invite SWAST to present to the HSC on 30 April on the following:</p> <p>a. Progress to date and planned activities in the Trust's estate review – including outcomes of the 2015/16 audit focusing on impact on Wiltshire, including Amesbury ambulance station.</p> <p>b. Update on service delivery in terms of performance, projects and activity (last received in September 2017), including work planned for 2019/20</p> <p>c. Response times, especially in rural areas</p>			
25 Jun 2019	Adult Social Care transformation - Phase 2 update	To receive an update on the implementation of Phase 2 of the ASC transformation programme (including aim, progress to date, planned work).		Cabinet Member for Adult Social Care, Public Health and Public Protection	

Health Select Committee – Forward Work Programme			Last updated 1 MARCH 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
25 Jun 2019	AWP Transformation Programme - 12 months update	It was agreed at the 11 July 2018 HSC meeting to receive an update in 12 months' time on the AWP transformation programme.			Nicola Hazle, Clinical Director for BANES, Swindon and Wiltshire, Avon and Wiltshire Mental Health Partnership NHS Trust
25 Jun 2019	Chairman's Announcement - Age UK - Home from Hospital scheme - one year update	Following resolution at the Health Select Committee on 6 March 2018 to receive a one-year-on update on the Age UK Home from Hospital scheme, including performance indicators / confirmation that the specification and performance outcomes are being met.		Cabinet Member for Adult Social Care, Public Health and Public Protection	Sue Geary
25 Jun 2019	Forward Work Plan - Quality Accounts - update from Rapid Scrutiny	It was agreed at the 5 March 2019 that a working group of 4 members of the Health Select Committee would review the Quality Accounts submitted to the council. The findings of the rapid scrutiny exercise were circulated to the committee by email. This is an opportunity for the rapid scrutiny members to report on the process they followed and for the committee to consider the value of this approach when considering Quality Accounts.			Marie Gondlach

Health Select Committee – Forward Work Programme			Last updated 1 MARCH 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
25 Jun 2019	Green Paper	To consider both the government and the LGA green paper on care and support for older people.			Marie Gondlach
25 Jun 2019	Maternity Transformation Plan - analysis of the public consultation	It was agreed at the 5 March 2019 meeting that the Health Select Committee would consider the outcome of the public consultation and the findings of the panel of clinicians on the Maternity Transformation Plan at the meeting on 25 June 2019.			CCG - Lucy Baker and Sarah MacLennan
25 Jun 2019	Mental Health	When considering the executive response to the CAMHS task group the committee agreed to receive the joint CCG/council report on Mental Health (all ages) planned to be taken to the Health and Wellbeing Board in June / July 2019. This would also tie with the focus of the Adult Social Care transformation - Phase 2 (Mental Health).	Claire Edgar (Director - Learning Disabilities and Mental Health, Adult Care)	Cabinet Member for Adult Social Care, Public Health and Public Protection	
25 Jun 2019	NHS Health Checks	As agreed at the September 2018 meeting to receive an update on the implementation of the agreed recommendations following the rapid scrutiny, after May 2019.	Tracy Daszkiewicz (Director - Public Health and Protection)	Cabinet Member for Adult Social Care, Public Health and Public Protection	Steve Maddern
25 Jun 2019	Non-elected representation on the Health Select Committee	As agreed at the Health Select Committee meeting on 11 July 2018, the committee will review its appointments of non-elected representative on a yearly basis.			Marie Gondlach

Health Select Committee – Forward Work Programme			Last updated 1 MARCH 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
25 Jun 2019	Pre-committee briefing - Key Performance Indicators and Adult Social Care Quality Scorecard	It was agreed at the 5 March 2019 that the committee would have a pre-meeting briefing focusing on Key Performance Indicators and Adult Social Care Quality Scorecard at its June 2019 meeting.		Cabinet Member for Adult Social Care, Public Health and Public Protection	
25 Jun 2019	Wiltshire Safeguarding Adult Board - annual update and information on the three-year strategy	To receive the Wiltshire Safeguarding Adult Board's next three-year strategy in 2019, as agreed at the 18 December 2018 meeting.		Cabinet Member for Adult Social Care, Public Health and Public Protection	Emily Kavanagh Mr Richard Crampton, Chairman of the Board
3 Sep 2019	Outcome of the review of Intermediate Care Bed Service	At its 5 March 2019 the committee considered the executive response to the rapid scrutiny exercise on Extension of Intermediate Care Bed Service contracts for 2019-2020. It was agreed that the committee would receive the outcome of the review of Intermediate Care Bed Service at the earliest opportunity.	Helen Jones (Director - Commissioning)	Cabinet Member for Adult Social Care, Public Health and Public Protection	

Health Select Committee – Forward Work Programme			Last updated 1 MARCH 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
3 Sep 2019	Update on model of procurement (specialist commissioning contacts)	<p>When considering the executive response to the rapid scrutiny exercise focusing on Extension of Specialist Commissioning Contracts for Supported Living, Floating Support and Supported Housing, the committee resolved:</p> <p>To be provided with an update on the model for procurement that would be adopted following this review work, in terms of the “direction of travel” for the contracts, including the feedback from providers and service users and if possible highlighting the main changes from previous contracts at the earliest opportunity.</p>	Helen Jones (Director - Commissioning)	Cabinet Member for Adult Social Care, Public Health and Public Protection	
5 Nov 2019	Chairman's announcement - relocation of RNHRD	<p>It was agreed at the 5 March 2019 meeting that the committee would receive an update to confirm the move to proposed site (Combe Park) for Royal National Hospital for Rheumatic Diseases' Bath Centre.</p> <p>The Trust was proposing to relocate the Bath Centre for Pain Services, along with clinicians and staff, to a specially refurbished building (Bernard Ireland House) on the RUH's Combe Park site in autumn 2019.</p>			<p>Emma Mooney - RUH Sarah MacLennan - CCG</p>

Health Select Committee – Forward Work Programme			Last updated 1 MARCH 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
	Improving Wiltshire's Health and Wellbeing Board effectiveness	As agreed at the meeting on 11 July, based on the CQC report. Further details on how this will be addressed by the committee will be added to the forward work programme as soon as possible.			Marie Gondlach
	Update on Strategic Outline Case - consultation results	Update on the information provided at the HSC meeting in September 2017.			
	Update on implementation of recommendations from the Better Care Plan task group			Cabinet Member for Adult Social Care, Public Health and Public Protection	
	Wiltshire Health & Care (Adult Community Health Care Service) - update following CQC report	<p>At its meeting on 9 January 2018, the Committee resolved to receive a further update, possibly in July 2018, providing further information regarding the implementation of actions, and the development of the trust. The trust subsequently requested that this be brought to the September meeting.</p> <p>Delayed until the December meeting (no report received for the September meeting).</p>			Wiltshire Health & Care

Health Select Committee – Forward Work Programme			Last updated 1 MARCH 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
	Developing a sustainable integrated workforce strategy	As agreed at the meeting on 11 July, based on the CQC report. Further details on how this will be addressed by the committee will be added to the forward work programme as soon as possible.			Marie Gondlach
	SWAST Performance in Wiltshire - annual report	Since September 2016, SWAST Performance in Wiltshire have been presented to the Health Select Committee in the form of annual reports to the Committee on the performance of the ambulance service in Wiltshire. The first edition was presented at the Health Select Committee on 27 September 2016. Delayed until the December meeting (no report received for the September meeting).			
	Strengthening joint commissioning across the whole system	As agreed at the meeting on 11 July, based on the CQC report. Further details on how this will be addressed by the committee will be added to the forward work programme as soon as possible.			Marie Gondlach
	A single overarching health and social care strategy, improving	As agreed at the meeting on 11 July, based on the CQC report. Further details on how this will be addressed by the committee will be added to the forward work programme as soon as possible.			Marie Gondlach

Health Select Committee – Forward Work Programme			Last updated 1 MARCH 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
	CCG Commissioning Intentions	(TBC)			CCG
	Developing a single, integrated communications strategy	As agreed at the meeting on 11 July, based on the CQC report. Further details on how this will be addressed by the committee will be added to the forward work programme as soon as possible.			Marie Gondlach
	Cancer care strategies - update	(date TBC) To receive an update following the information provided at the HSC meeting in September 2017.			CCG
	Re-commissioning of the residential rehabilitation (drugs and alcohol) framework for 2019-2022	To re-commission the providers who will form the framework of residential rehabilitation for Wiltshire's drug and alcohol support service users, who wish to be detoxed and rehabilitated from their addictions. The contract will be 3 years with the option of extending this by 2 years.	Tracy Daszkiewicz (Director - Public Health and Protection)	Cllr Jerry Wickham	Laura Schell, Ceri Williams
	Implementing digital opportunities and information sharing across	As agreed at the meeting on 11 July, based on the CQC report. Further details on how this will be addressed by the committee will be added to the forward work programme as soon as possible.			Marie Gondlach

Health Select Committee – Forward Work Programme			Last updated 1 MARCH 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
	Unifying and developing whole system governance arrangements	As agreed at the meeting on 11 July, based on the CQC report. Further details on how this will be addressed by the committee will be added to the forward work programme as soon as possible.			Marie Gondlach
	New Wiltshire health and social care model	As agreed at the meeting on 11 July, based on the CQC report. Further details on how this will be addressed by the committee will be added to the forward work programme as soon as possible.			Marie Gondlach



Wiltshire Winter Pressures – update

Health and Wellbeing Board

21.03.19

Delayed Transfers of Care (DTOC) Performance

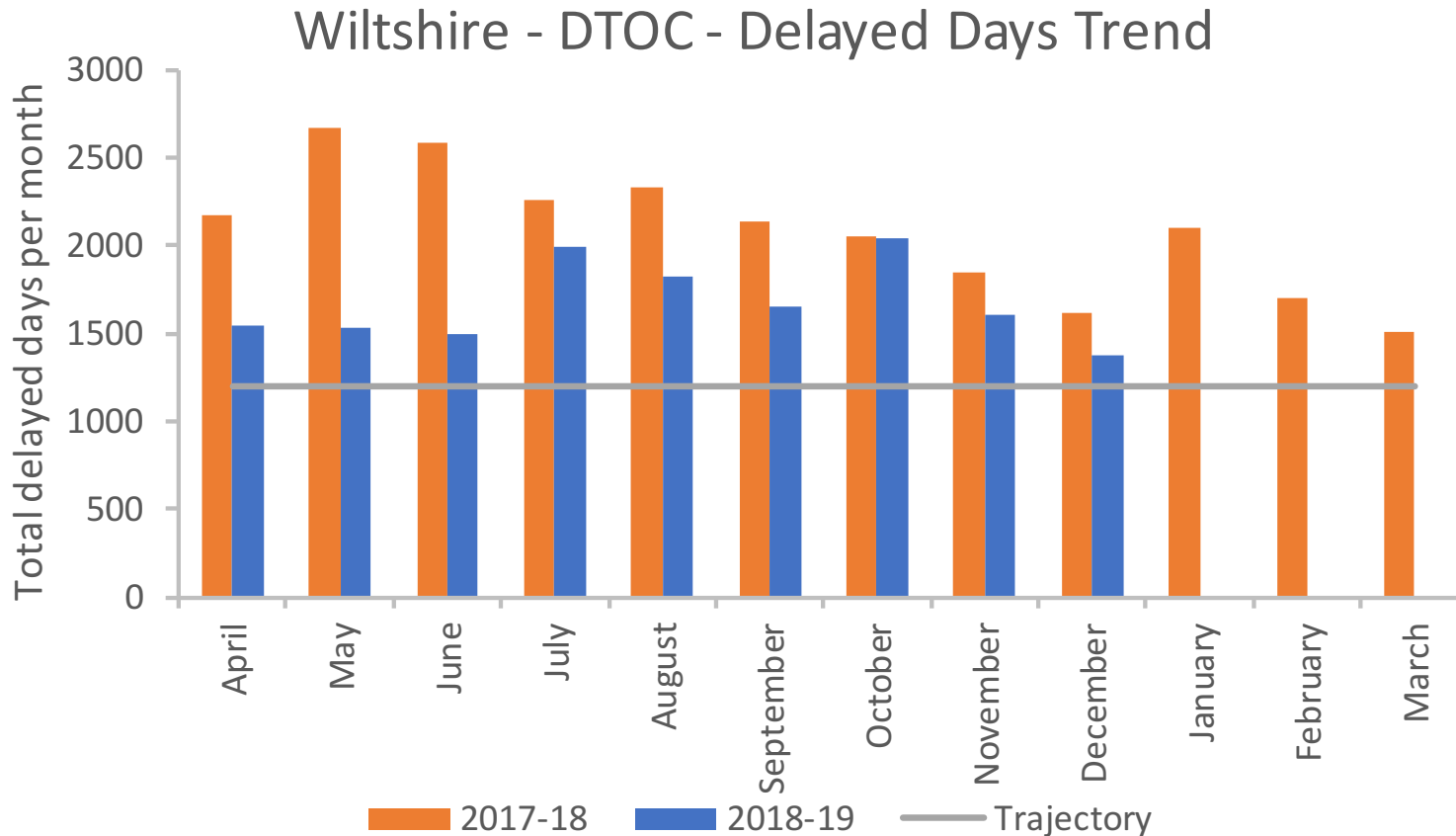


December DTOC Delayed Days - Summary

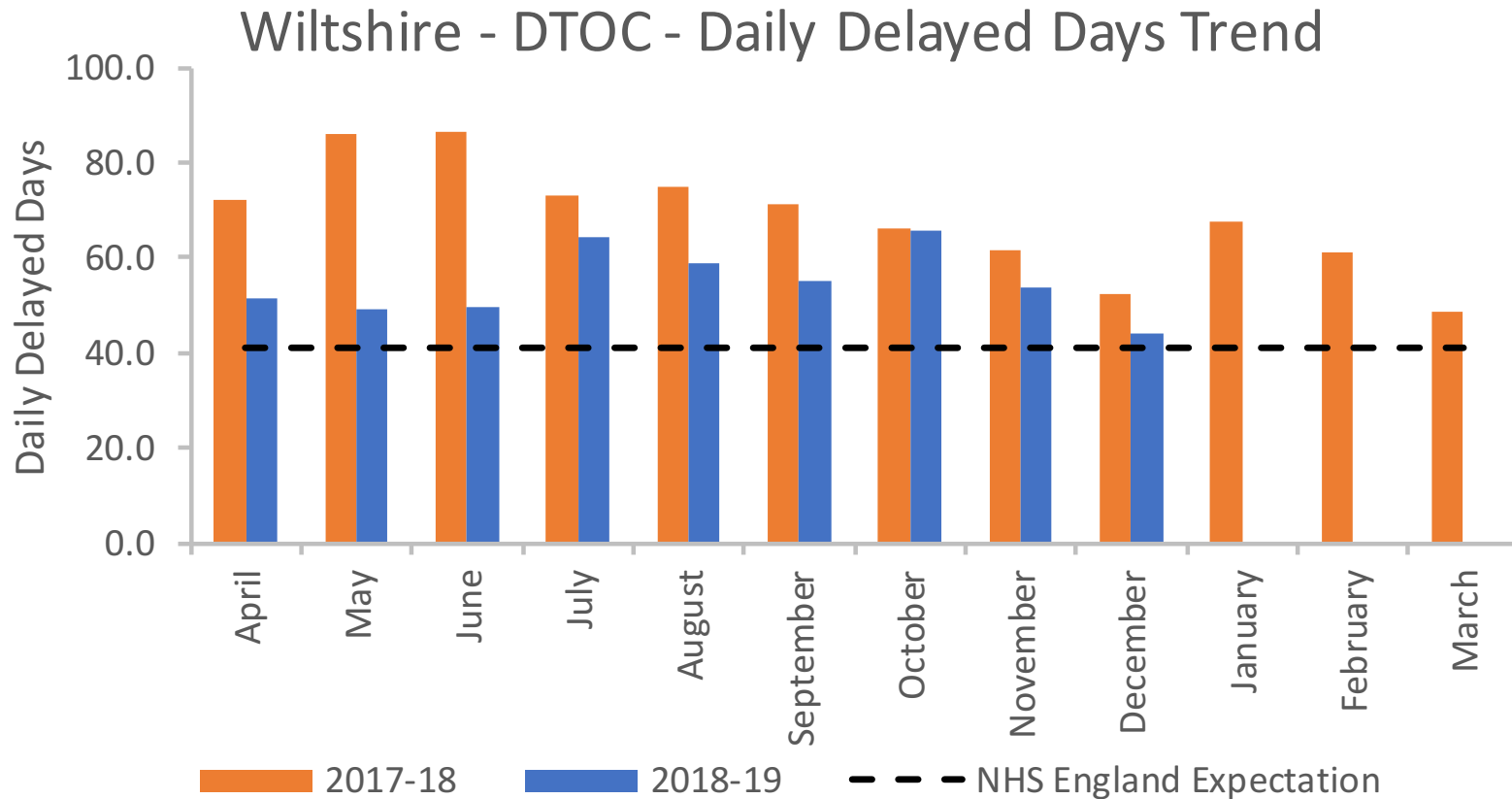
- Wiltshire delayed days decreased 14.8% (238 days) in November, 169 days higher than the trajectory (1,200).
- NHS delays (833):
 - Decreased in Dec by 14.8%, over trajectory by 130 days.
 - GWH & RUH are the most over their trajectory
- ASC delays (423):
 - Decreased in Dec by 20.8%, over trajectory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



Comparison Trend for All Delayed Days



Comparison Trend for Daily Delayed Days

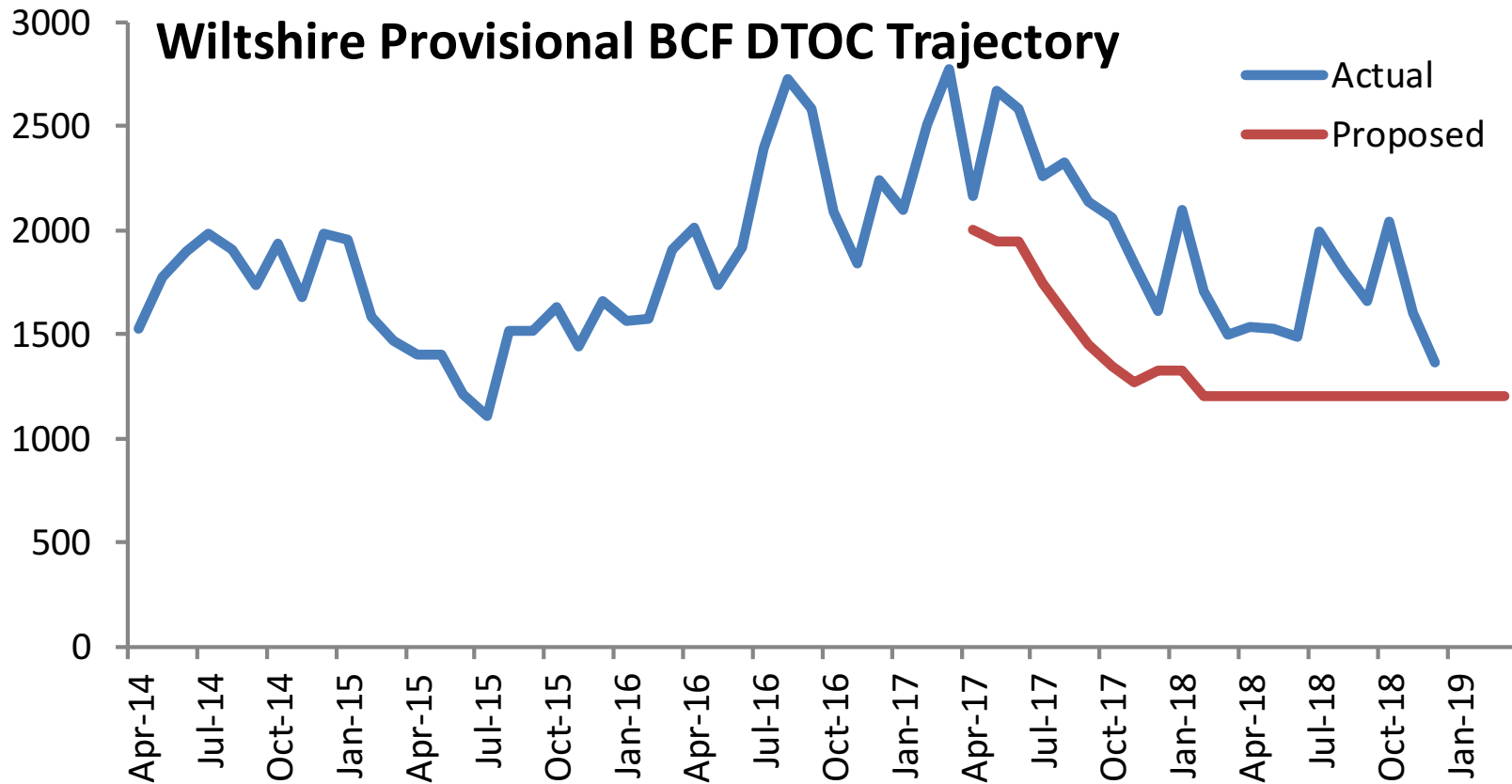


December DTOC Delayed Days

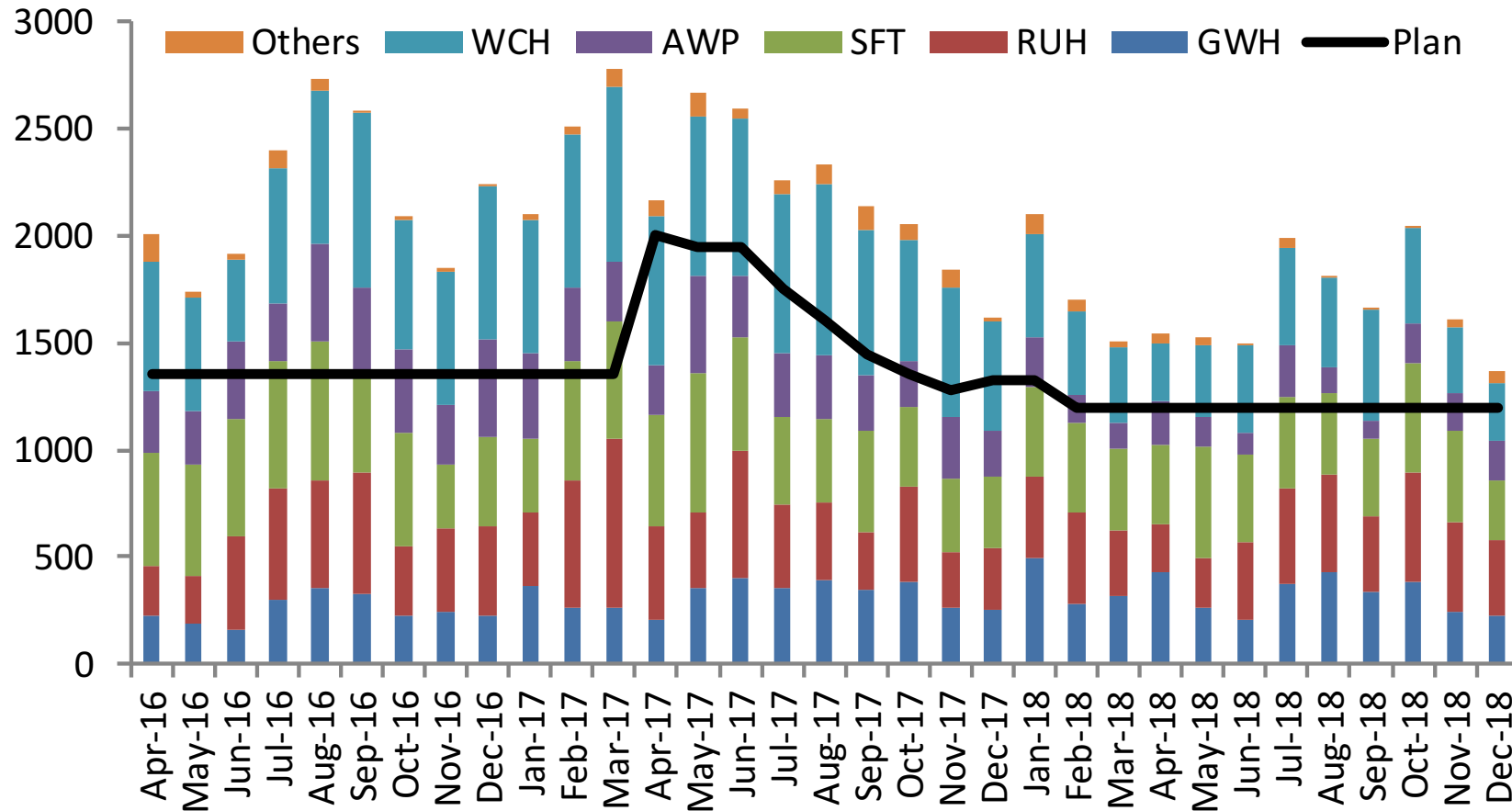
	NHS	ASC	Both	Total	Trajectory
Wiltshire	833	423	113	1,369	1,200
GWH	142	81	0	223	100
RUH	281	76	0	357	175
SFT	150	115	15	280	225
AWP	86	32	67	185	200
WH&C	171	99	0	270	450
Others	3	20	31	54	50



Trend for All Delayed Days



Trend for All Delayed Days by Provider



Reason for All Delayed Days

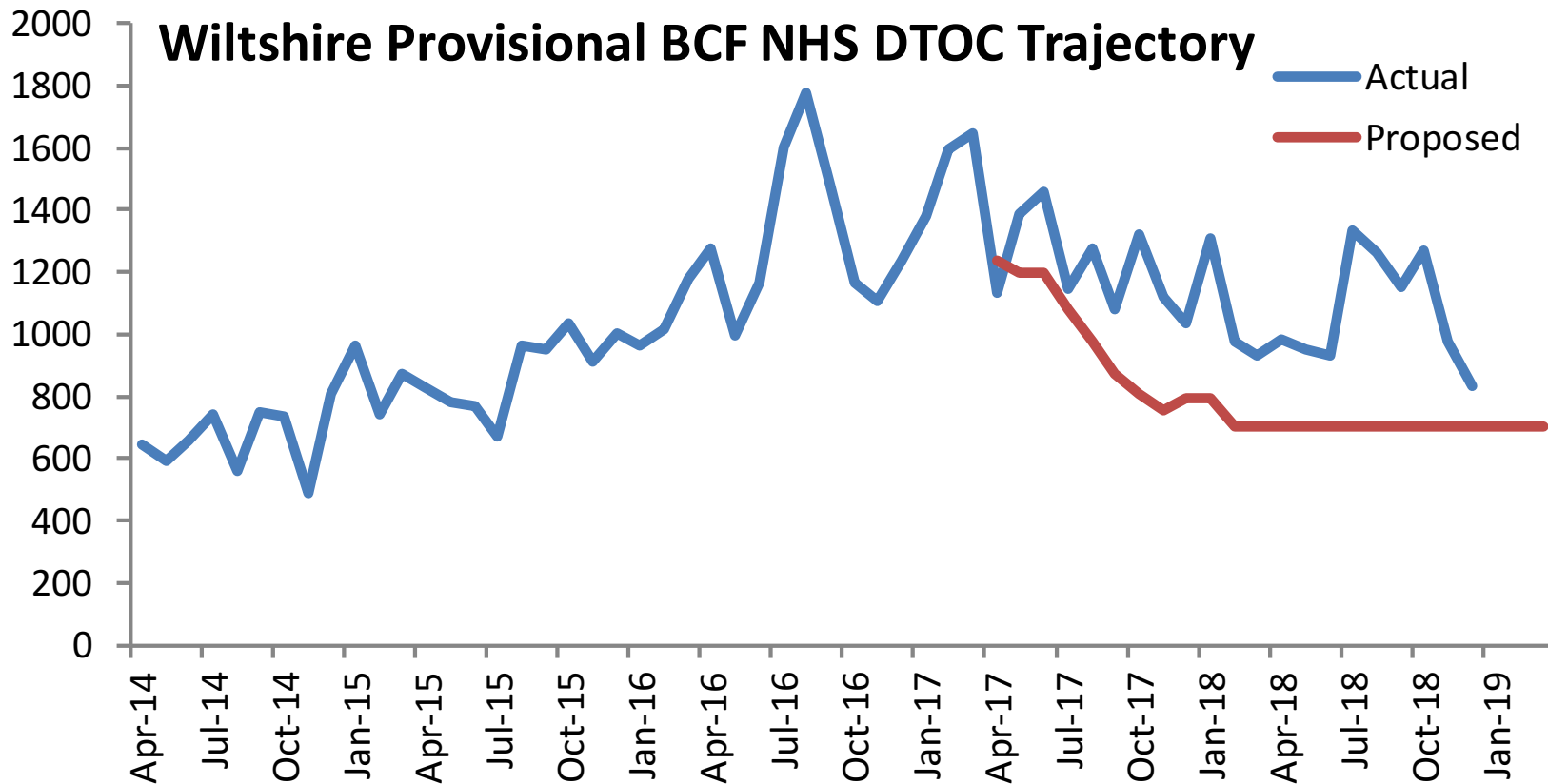
Reason	2015-16	2016-17	2017-18	2018-19 (YTD)	Nov 2018
Assessment	36.6	53.2	75.8	44.6	29
Public Funding	10.2	8.0	23.4	2.3	2
Non Acute transfer	299.0	447.3	292.5	269.6	167
Residential home	191.2	301.3	278.2	212.6	125
Nursing home	343.2	378.5	421.2	339.3	370
Dom Care	435.2	795.3	660.5	549.6	439
Equipment/ 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

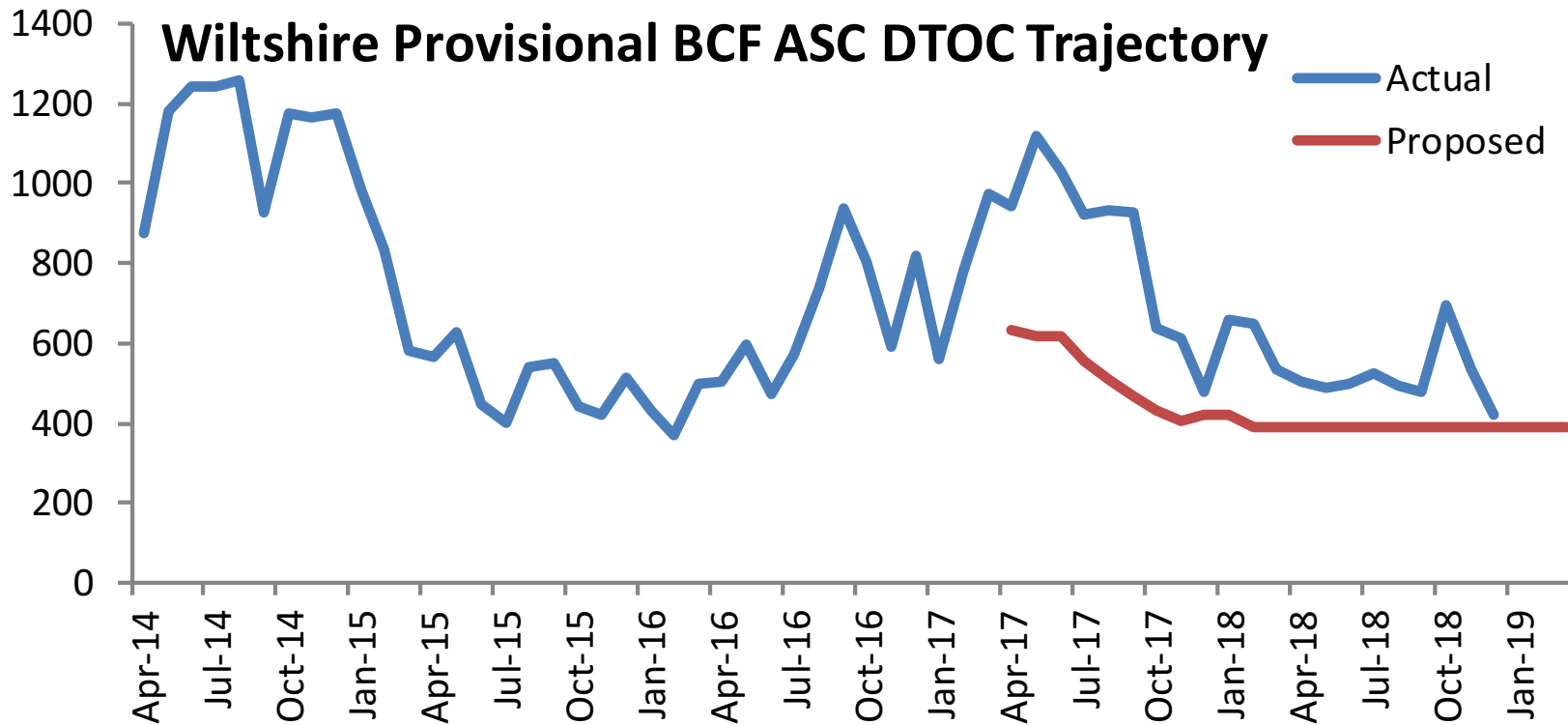


December ASC DTOC Delayed Days

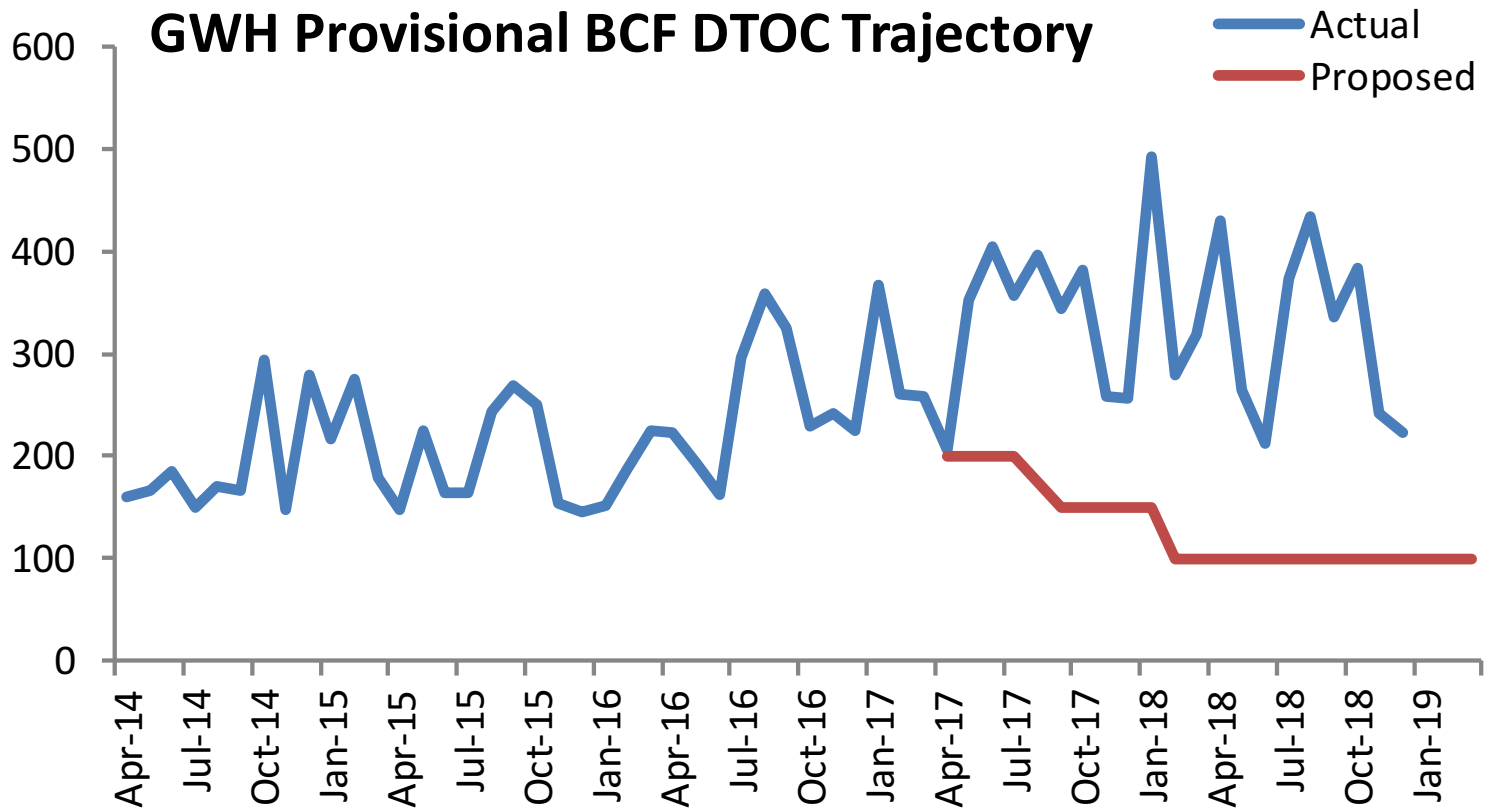
	ASC	Trajectory	Gap	% of GAP
Wiltshire	423	389	34	8.7
GWH	81	15	66	440.0
RUH	76	35	41	117.1
SFT	115	93	22	23.7
AWP	32	56	-24	-42.9
WH&C	99	171	-72	-42.1
Others	20	18	2	11.1



Trend for ASC Delayed Days

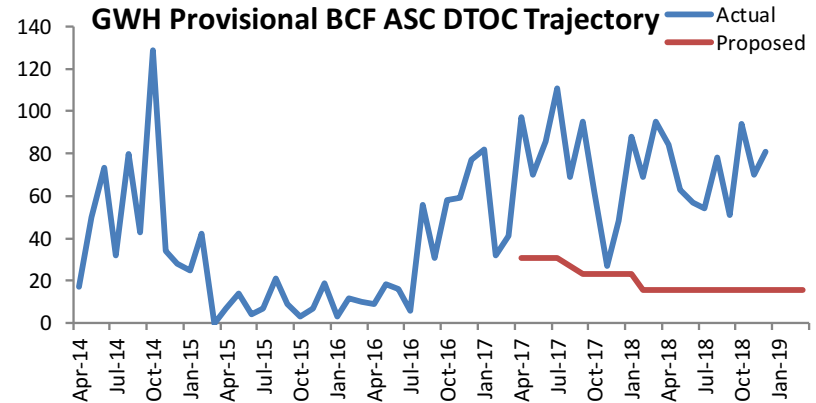
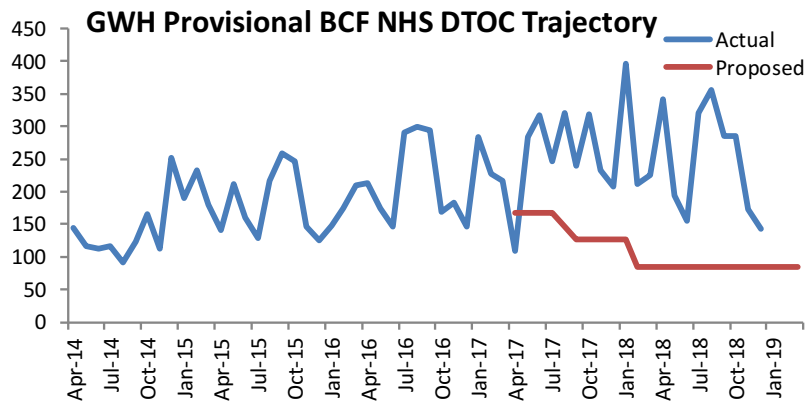


Trend for GWH Delayed Days

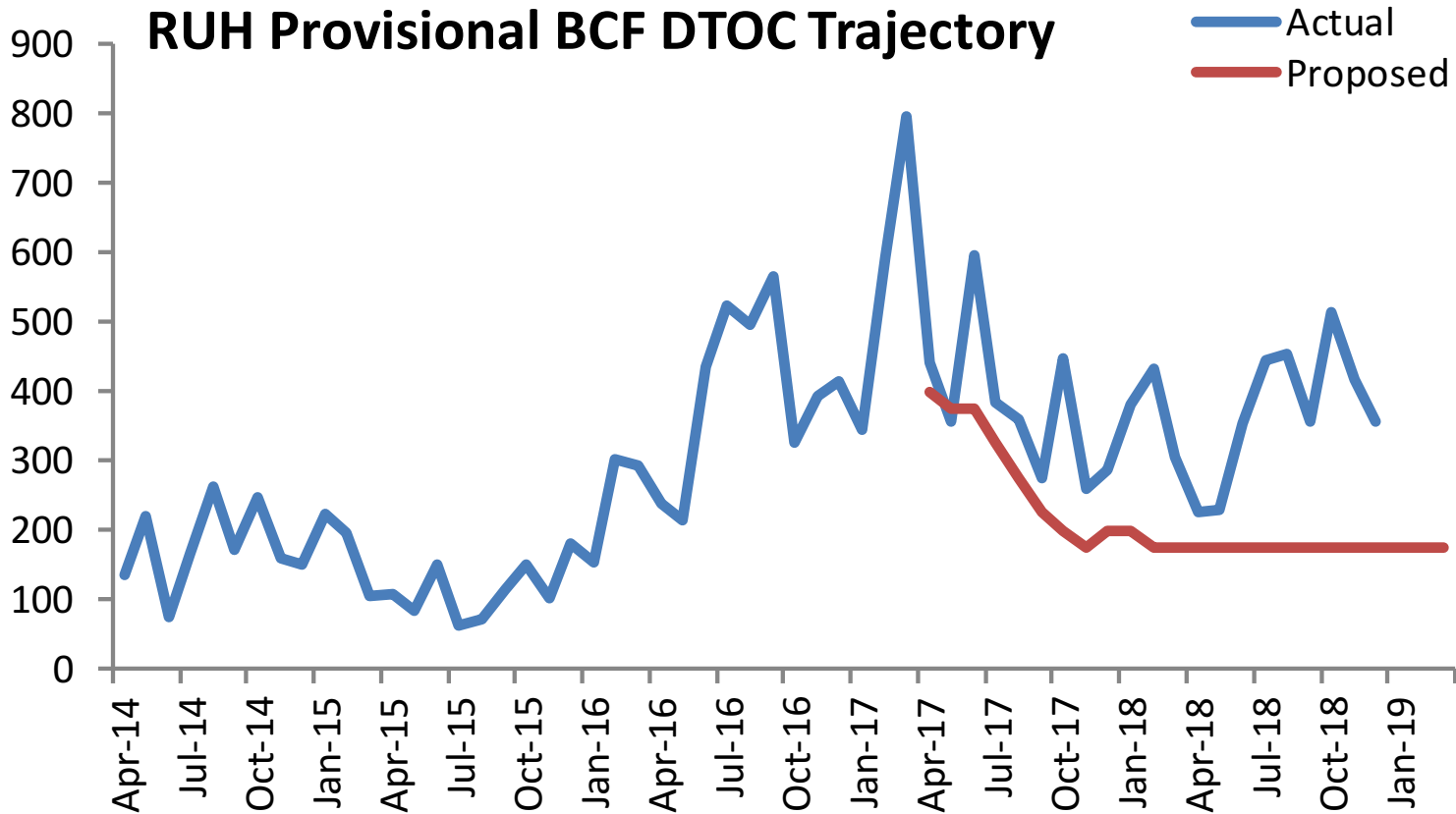


Trend for GWH Delayed Days

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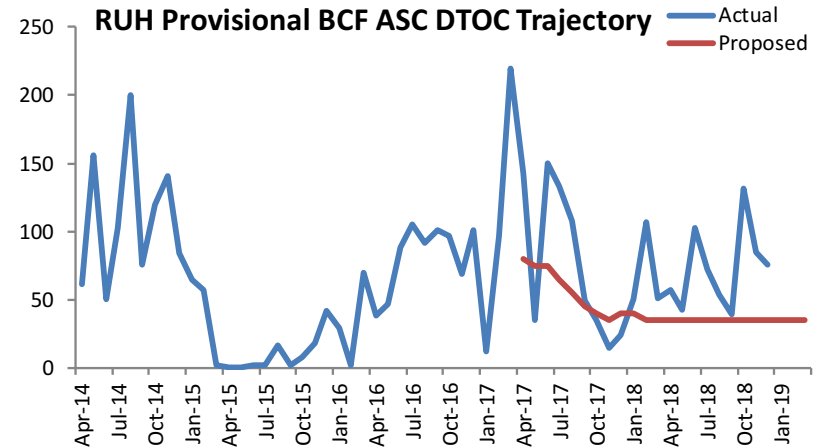
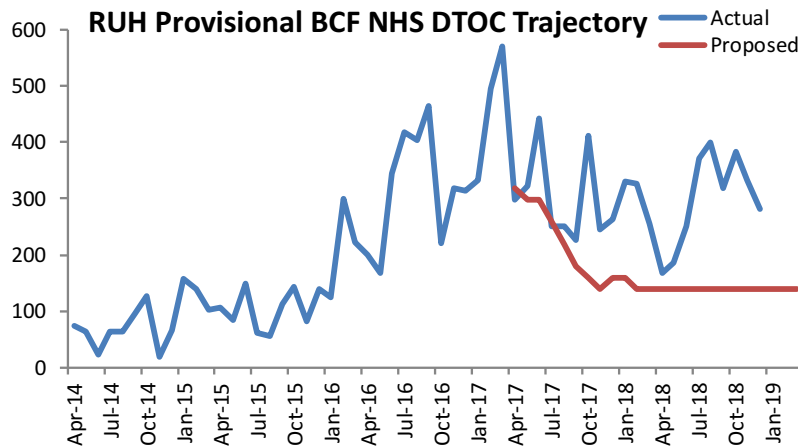


Trend for RUH Delayed Days

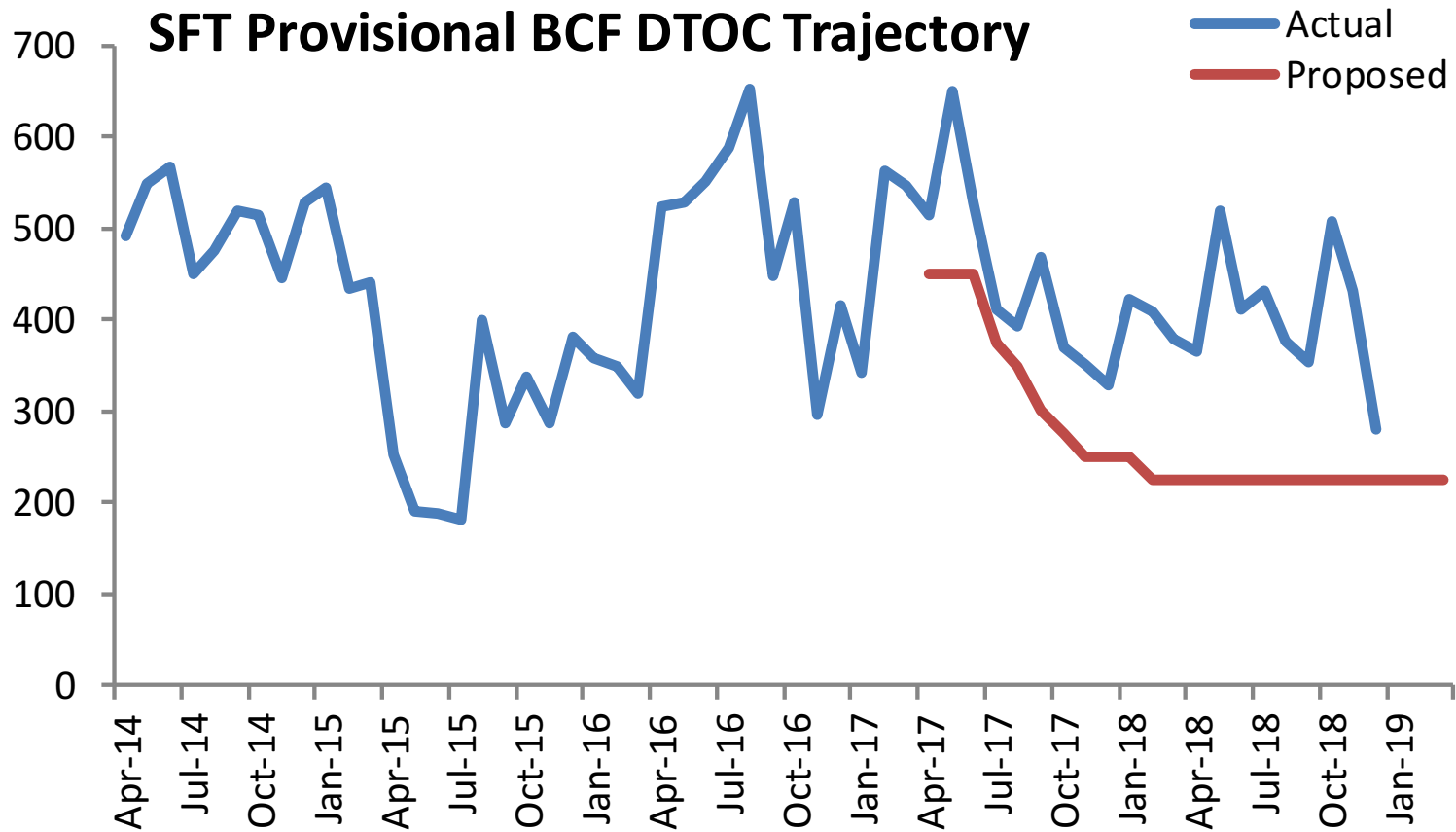


Trend for RUH Delayed Days

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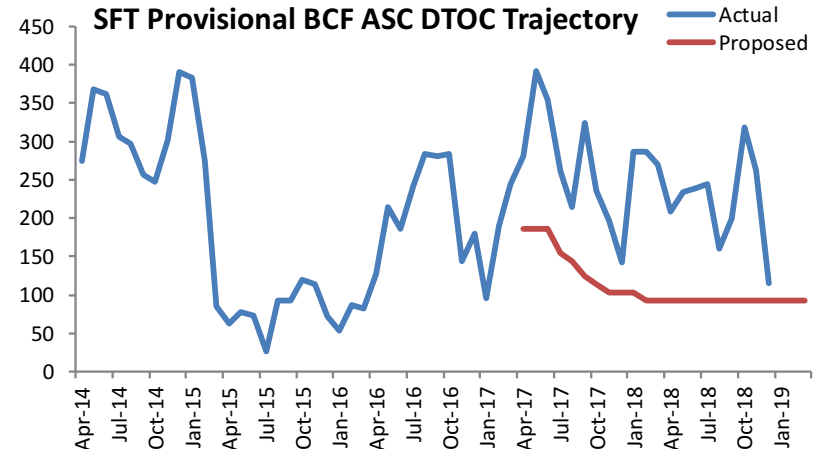
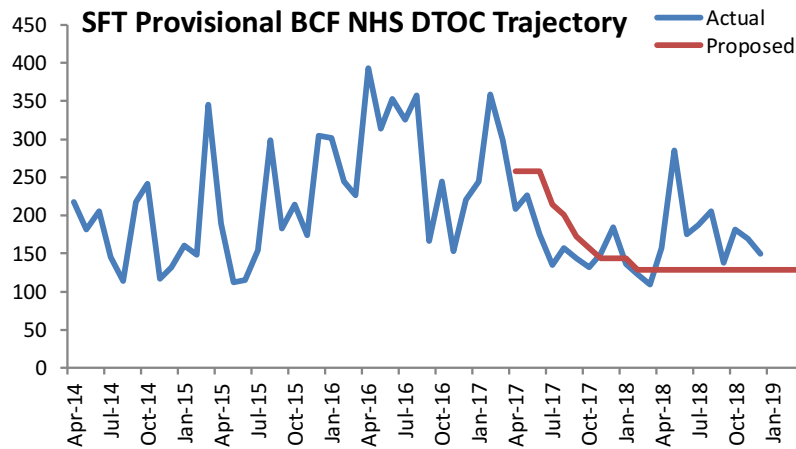


Trend for SFT Delayed Days

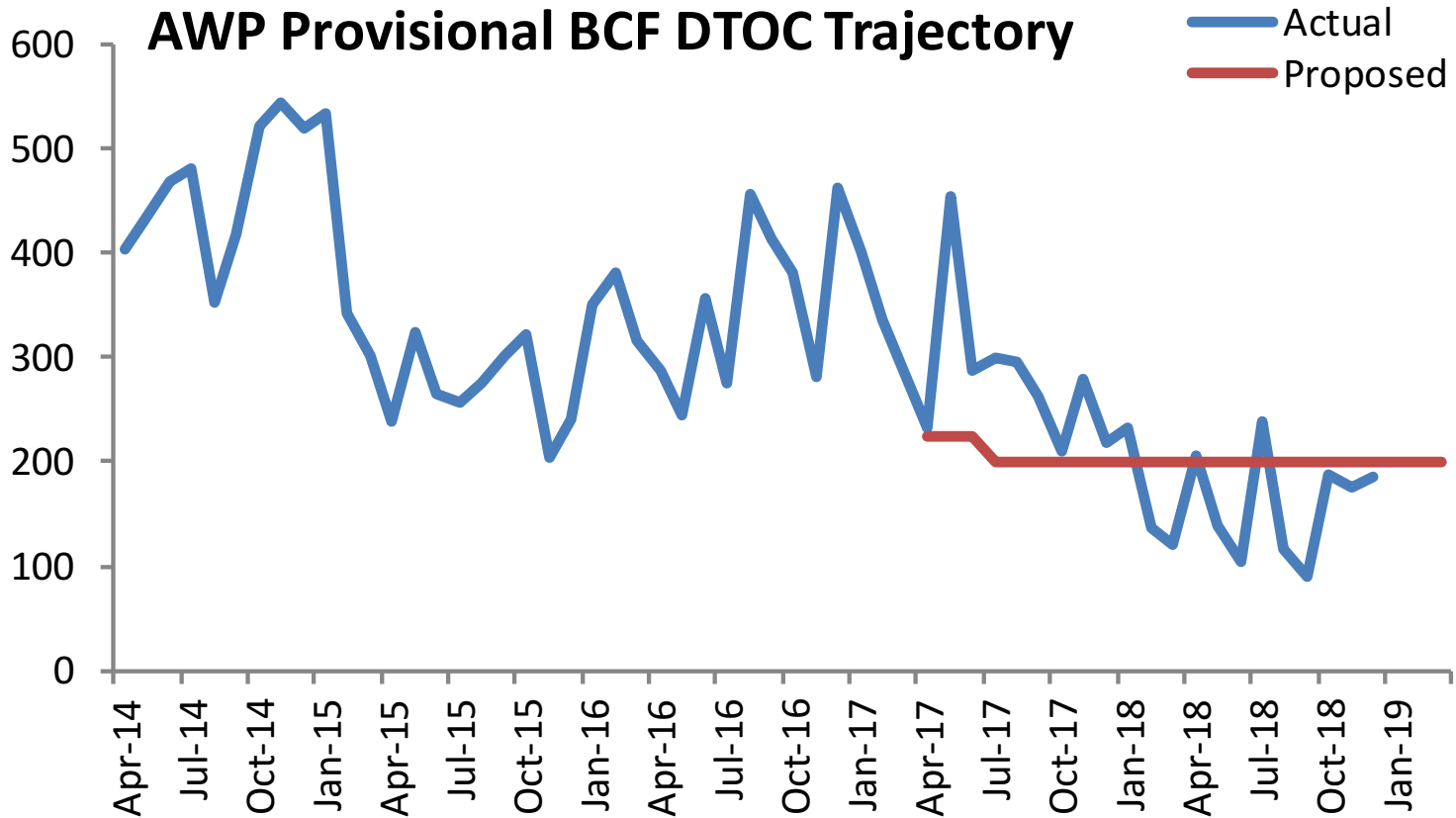


Trend for SFT Delayed Days

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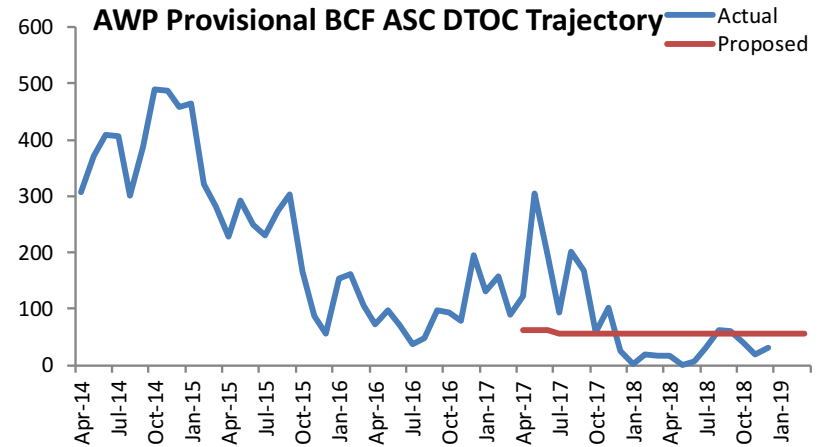
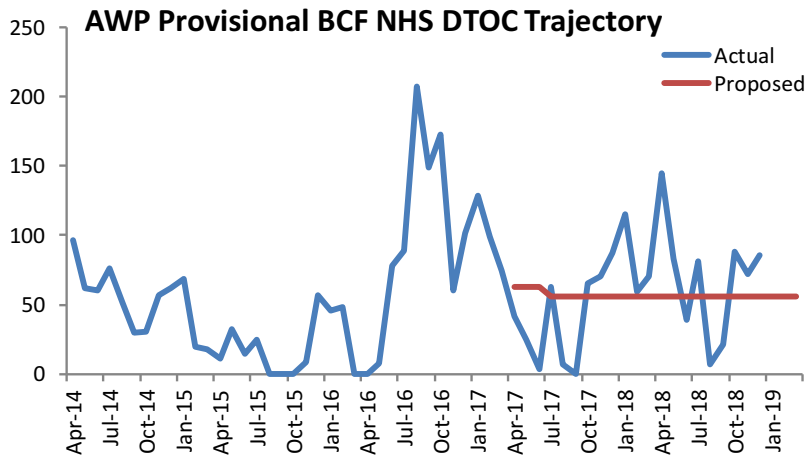


Trend for AWP Delayed Days

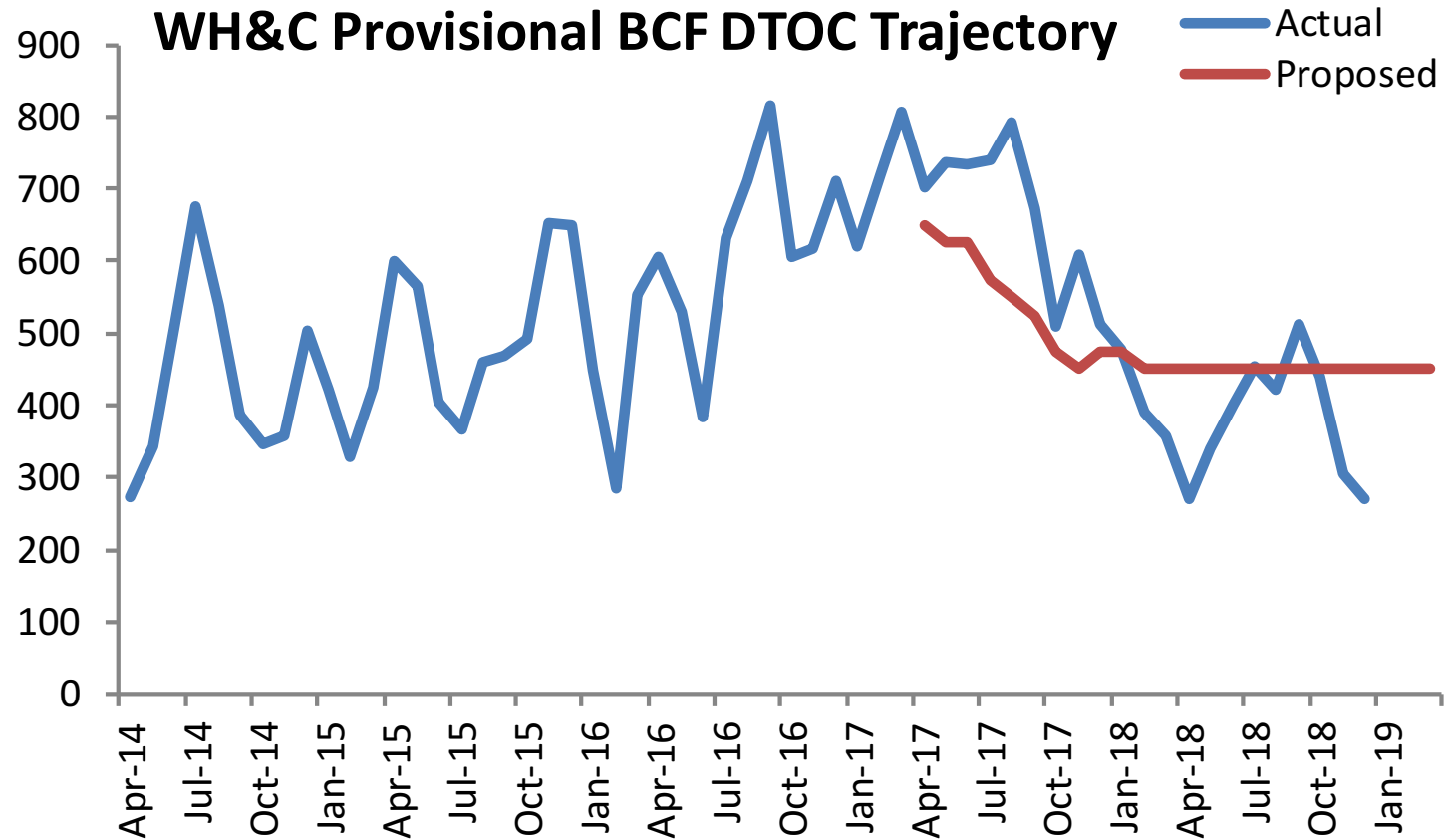


Trend for AWP Delayed Days

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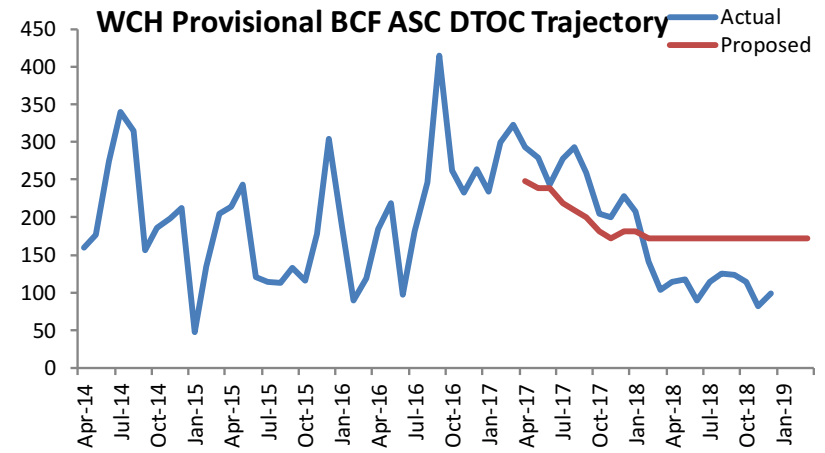
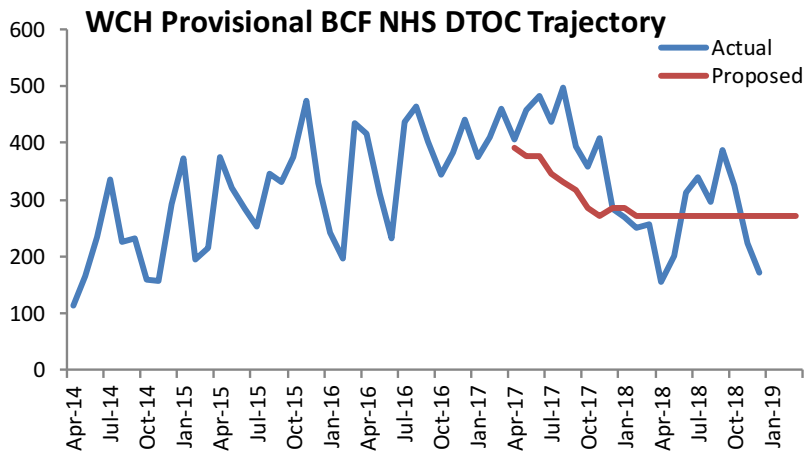


Trend for WH&C Delayed Days



Trend for WH&C Delayed Days

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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

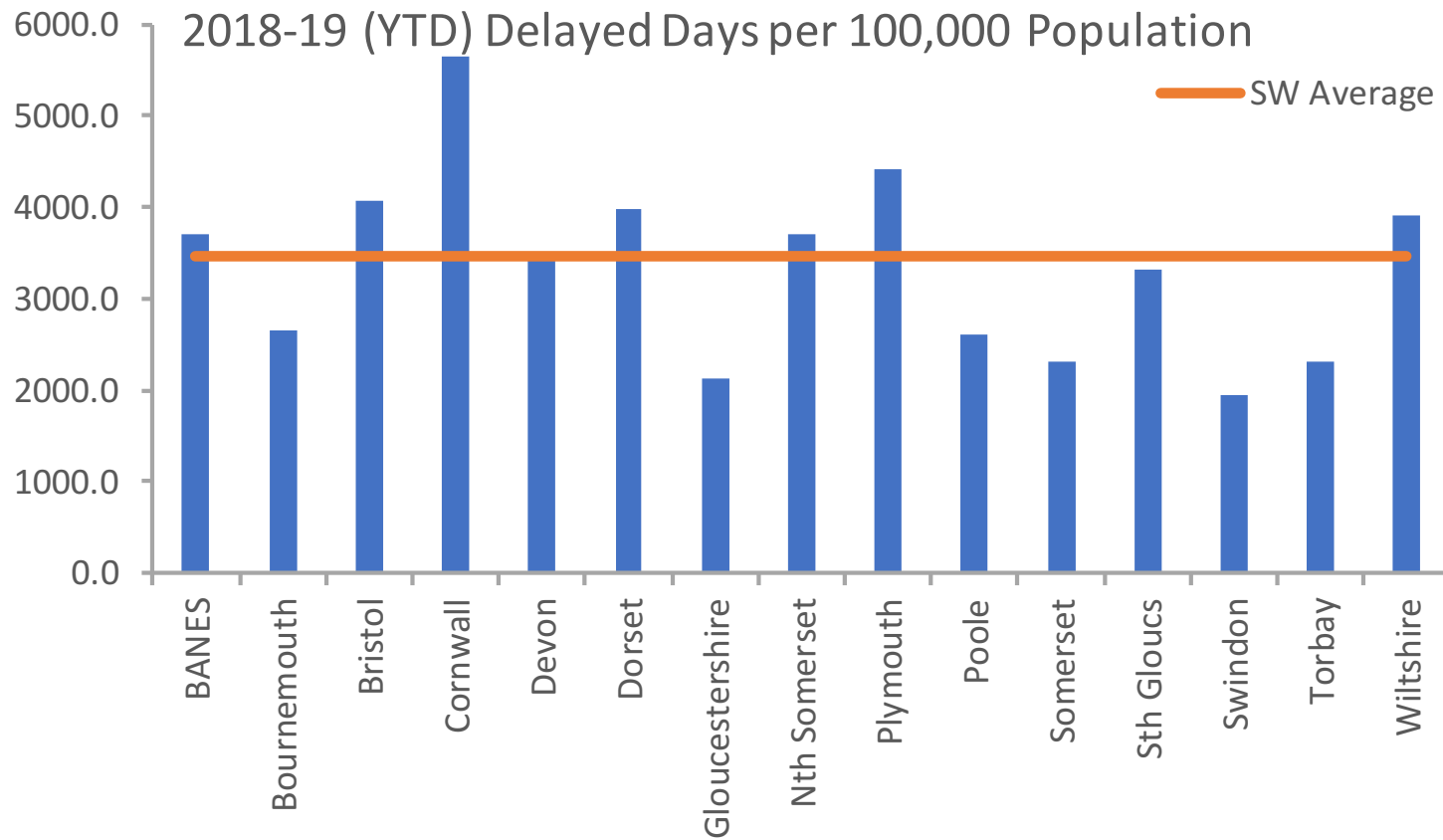


Benchmarking Performance

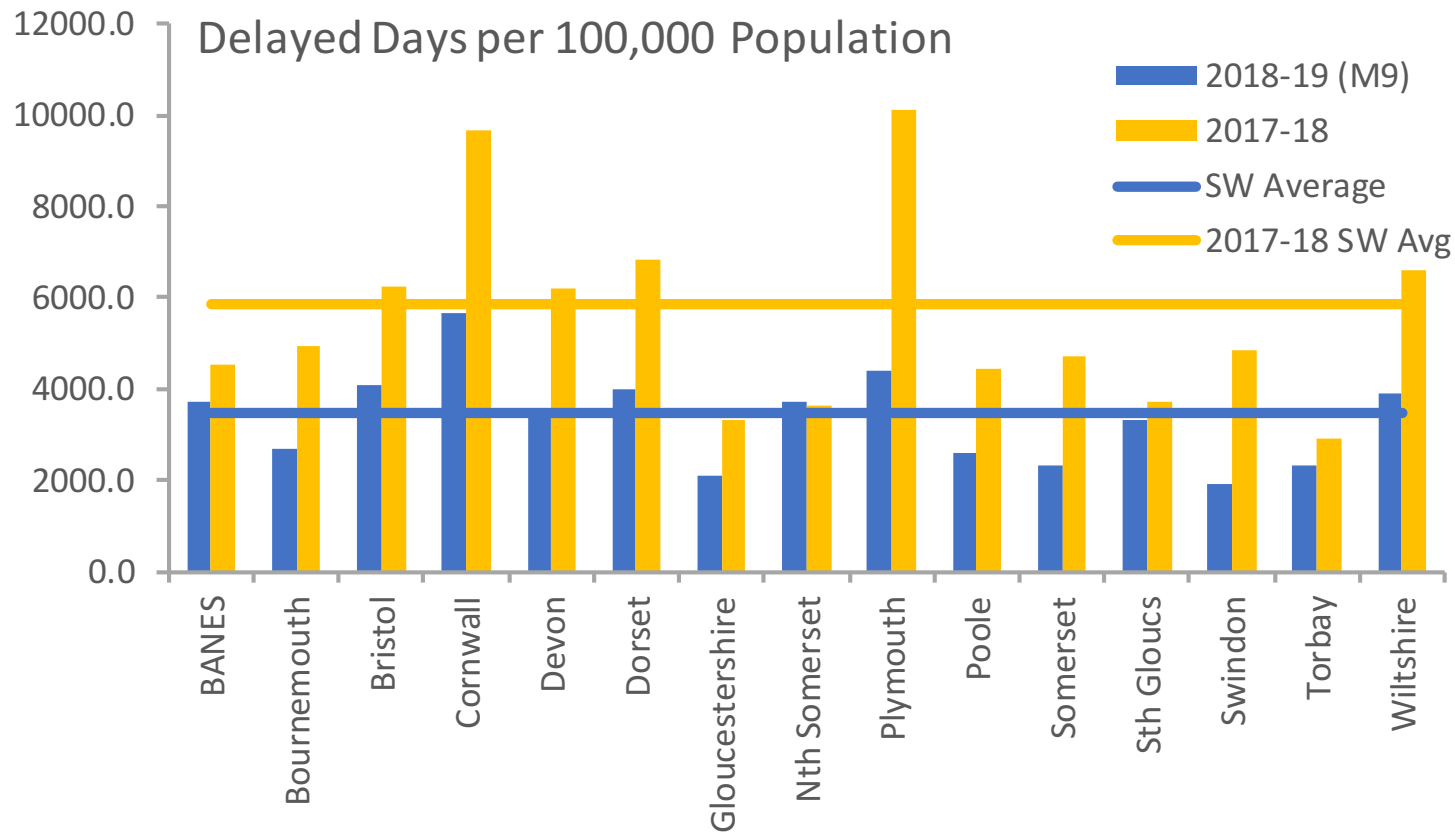
This shows the Wiltshire rank nationally, 151 would be the highest and 1 would be the lowest.

	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

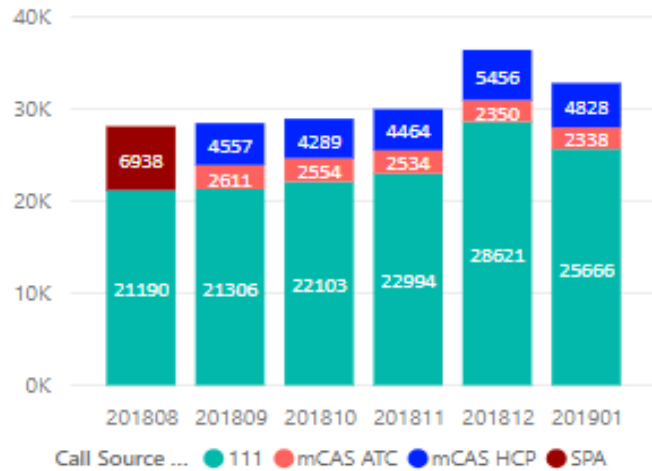


Activity Demand over Winter

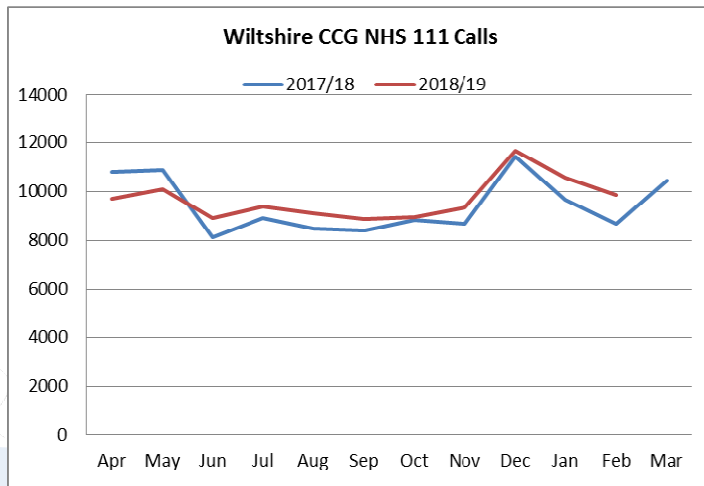


IUC (NHS 111 Activity)

Total BSW Activity inc HCP / ATC



Wiltshire 111 Calls only



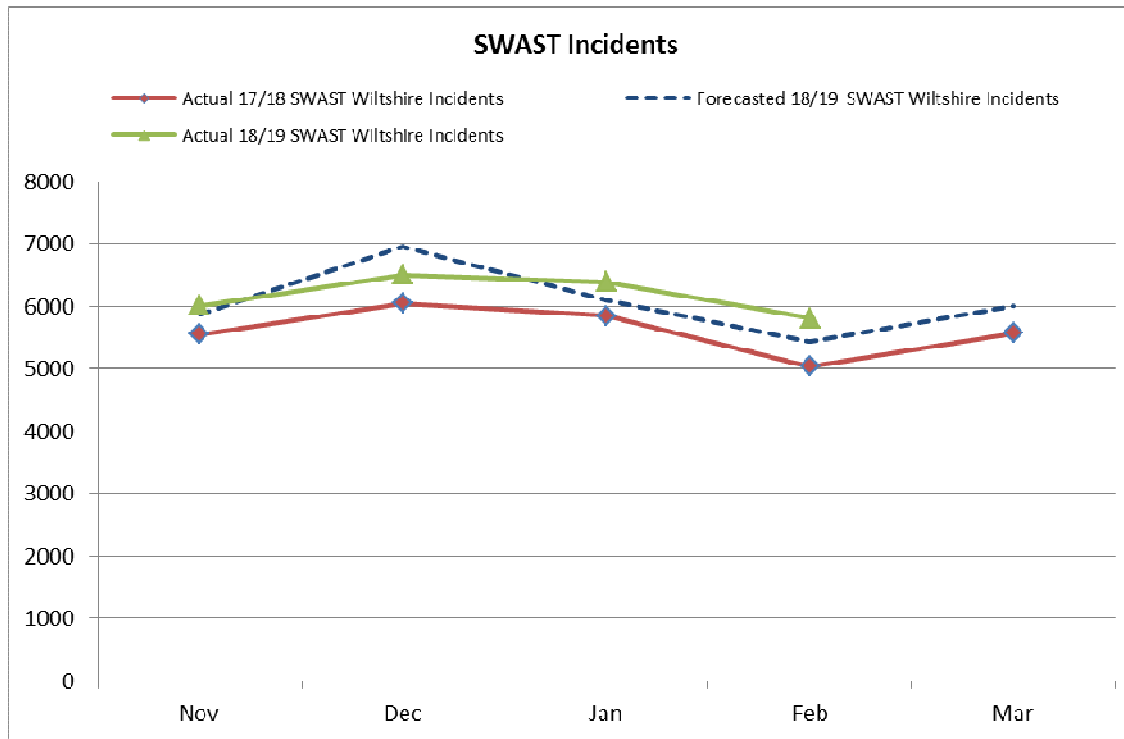
NHS 111 Call Activity and Outcomes (Oct-Jan)

- 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

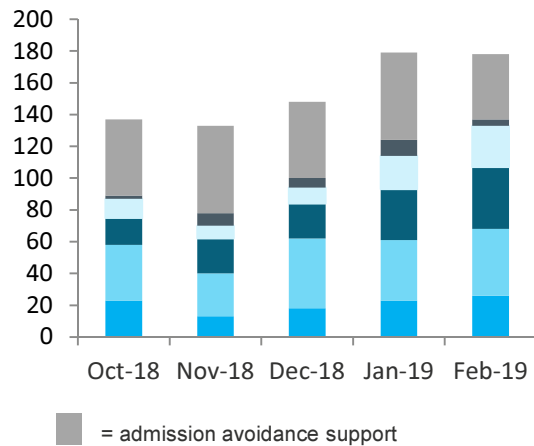
Location Name	Beds	Cases
The Fairways	60	223
Goodson Lodge Care Centre	64	213
Ashwood Care Centre	82	211
Blenheim House Specialist Care Centre	85	208
Cepen Lodge	63	194
OSJCT Watersmead	50	189
The Old Vicarage	42	177
OSJCT Brookside	50	159
Wiltshire Heights Care Home	63	154
Clarendon House	7	152
OSJCT 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						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

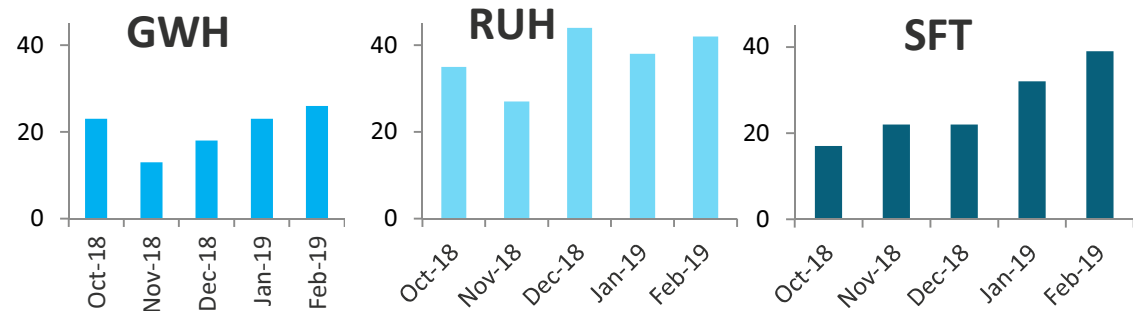
Performance on Length of Stay Actions



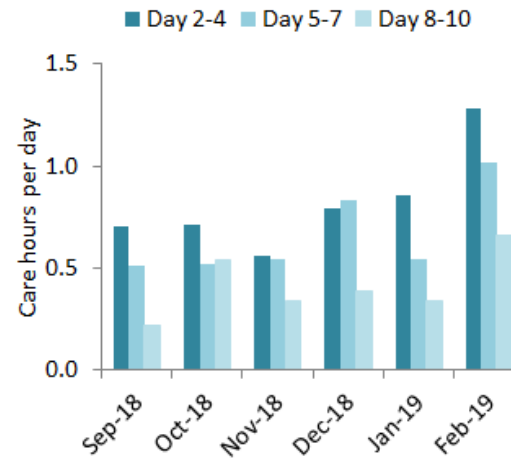
Number of patients starting Home First pathway each month has increased



Including increased discharges through Home First at all trusts



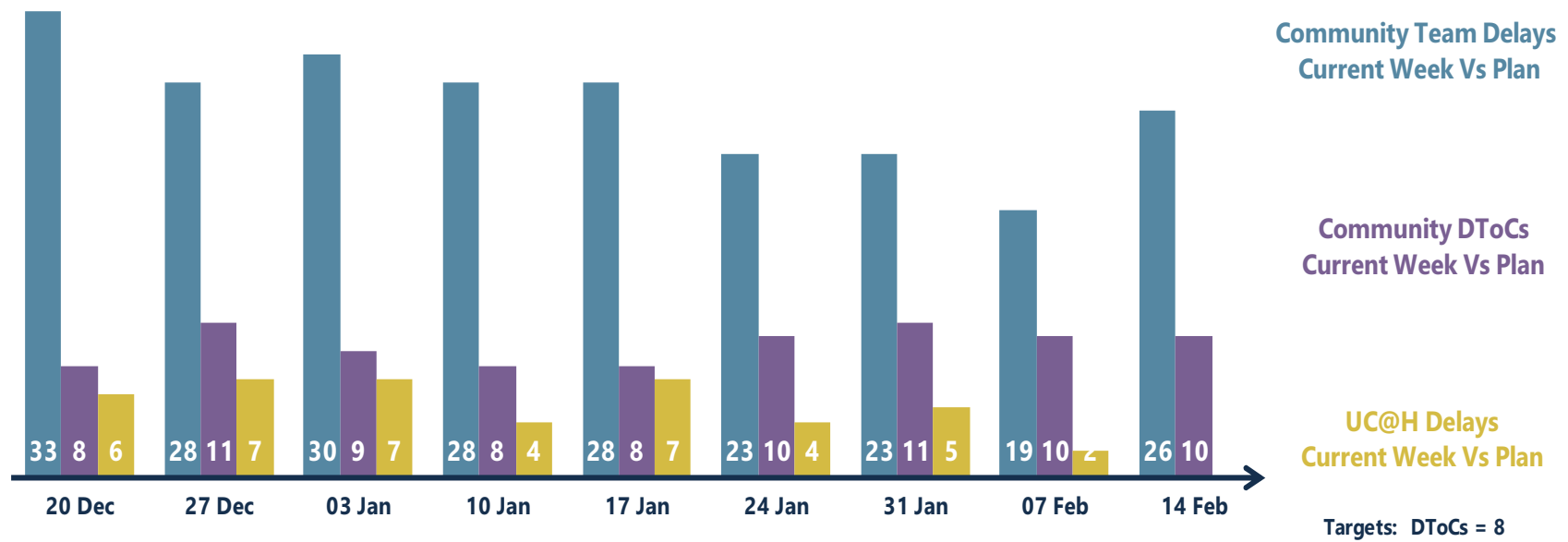
Complexity increasing: patients starting on pathway requiring more initial support



Wiltshire H&C / Medvivo - Community Delays

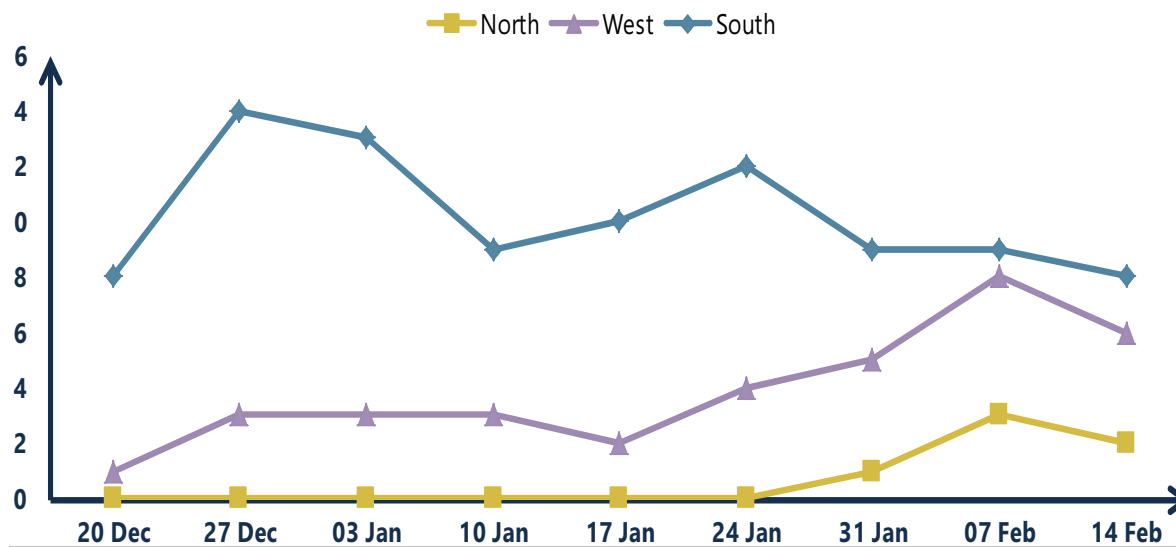
Snapshot at 11:59 Thursday
Data source: Wiltshire Health & Care, Medvivo

Community Teams WHC Community Hospitals UC@H delays



Wiltshire Council - ICT LoS > 42

Snapshot at 11:59 Thursday
Data source: Wiltshire Council

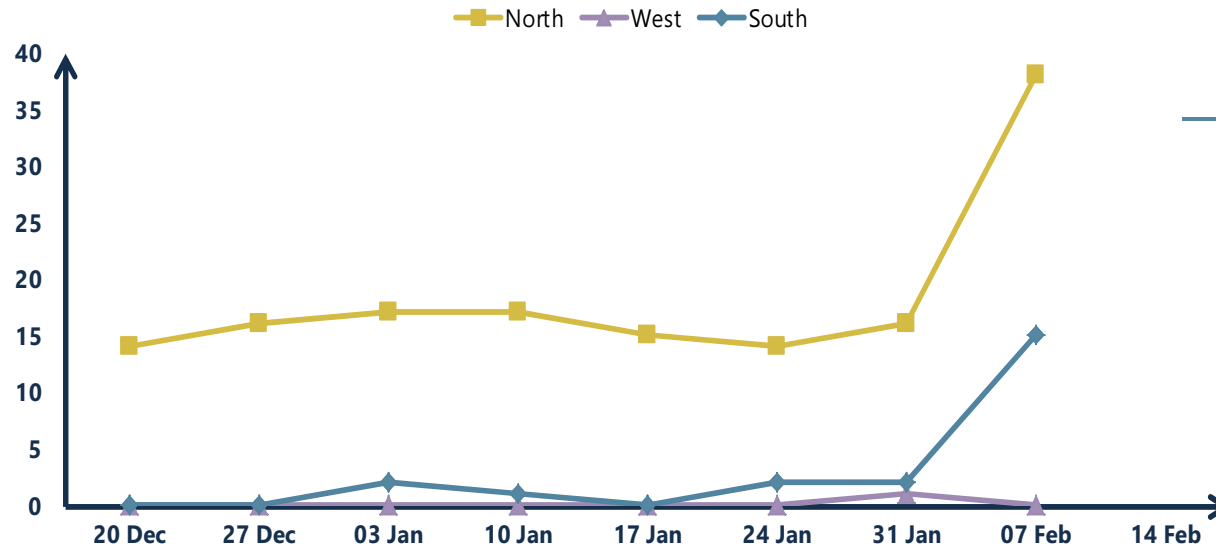


	Current Week	Week Change	Vs Plan
North	2	↓ -1	
West	6	↓ -2	
South	8	↓ -1	

Supporting Narrative:

Wiltshire Council - Voids

Snapshot at 11:59 Thursday
Data source: Wiltshire Council



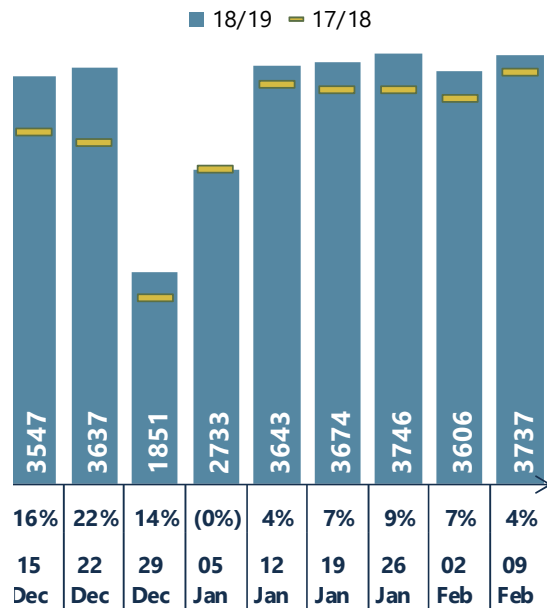
	Current Week	Week Change	Vs Plan
North	38	↑ 22	
West	0	↓ -1	
South	15	↑ 13	



Primary Care Activity

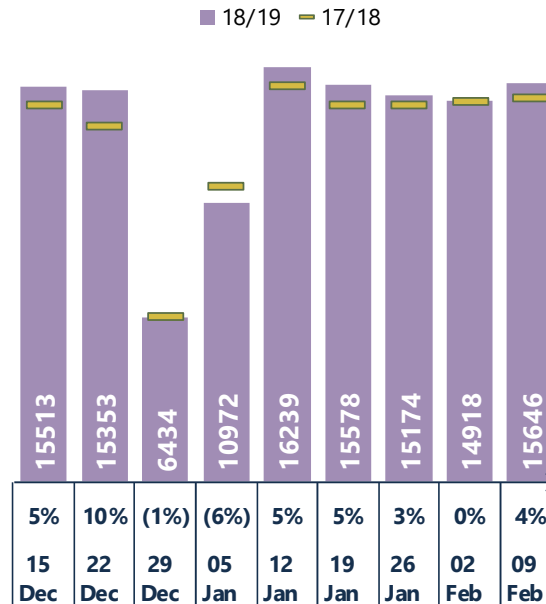
Data source: NHS Wiltshire CCG - TPP extract

Telephone Contacts



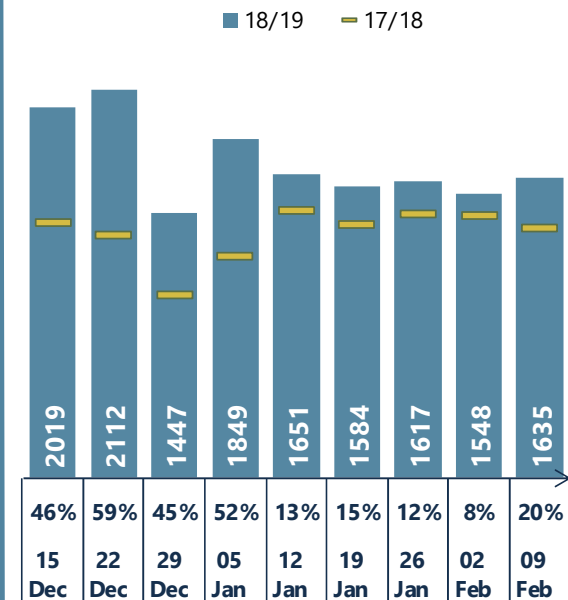
YTD % Difference: **4%**

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**

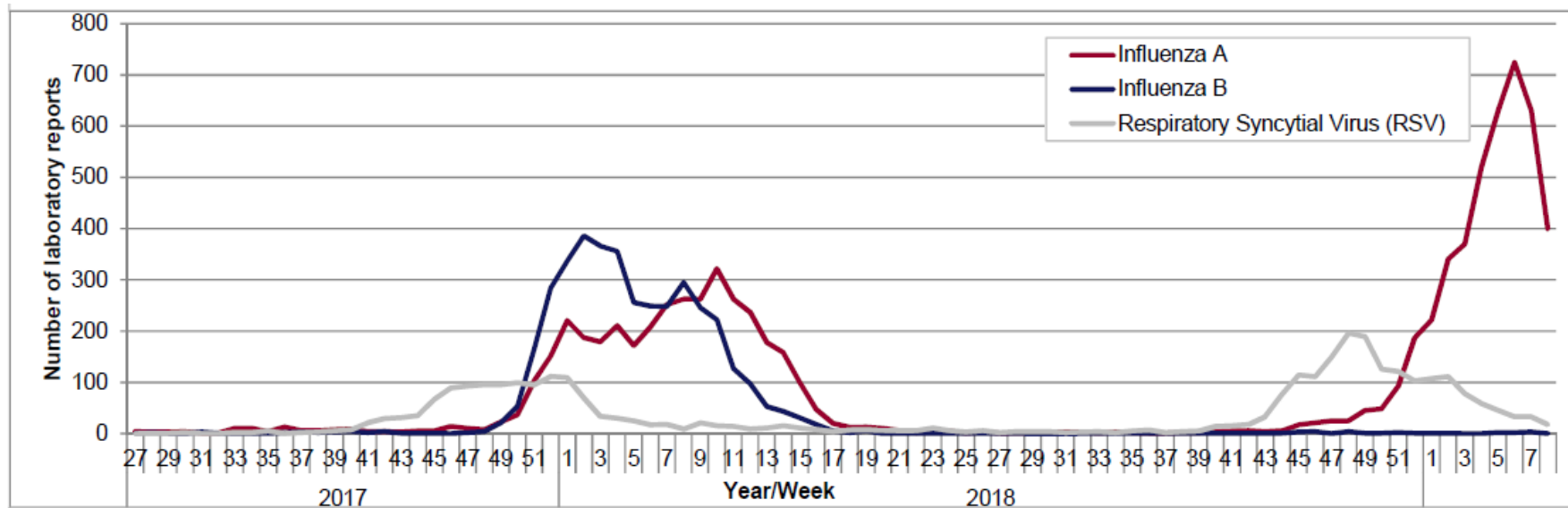
In PHE South West as of 11/03/2019 there were 10 outbreaks reported in week 9, 9 in care homes and 1 in educational settings. This is same as the previous week, and lower than the same time period last year. Reports of influenza A (400 vs 631) were lower in week 9 compared to the previous week, reports 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

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Seasonal pattern same as previous years.

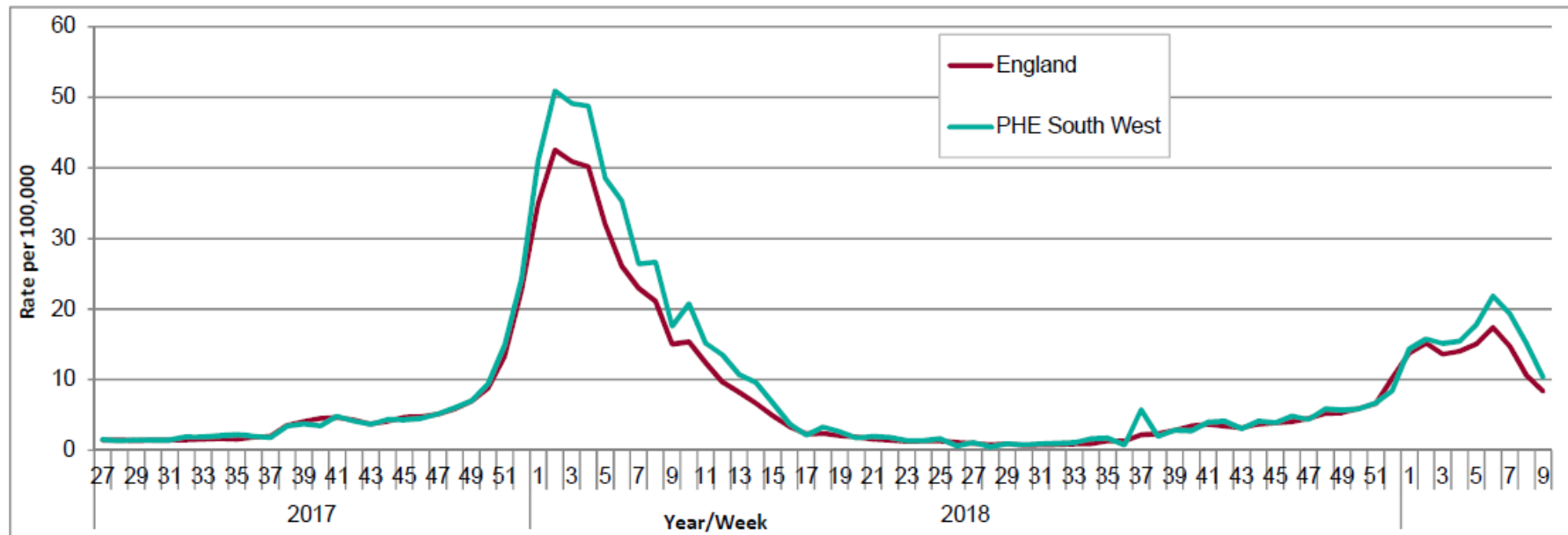
Flu A more prevalent in 2018/19 season.

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

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'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%

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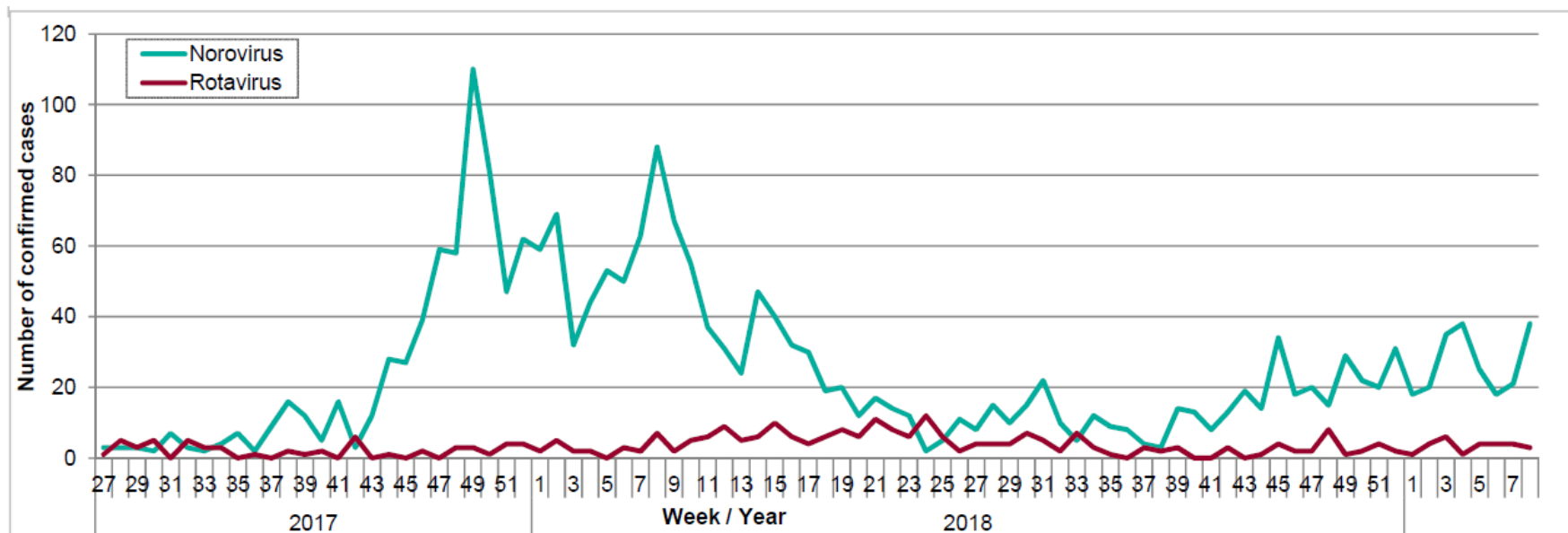
Vaccine uptake rates across Wiltshire GP practices as of end of February 2019.

2nd Highest vaccination rate in the region.

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Infectious intestinal disease activity

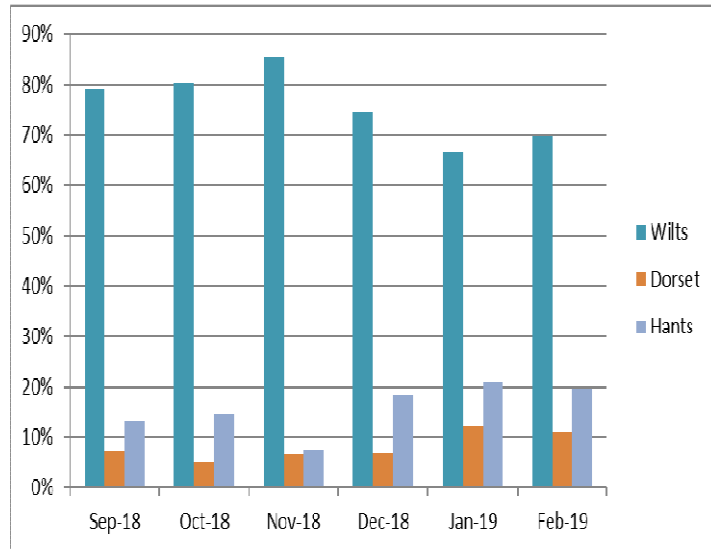
- Wiltshire's whole health economy have experienced increased rates of Norovirus and Gastrointestinal outbreaks, which follows a national picture.
- These have been largely in the care homes and schools
- These are lower than the same time period last year but have contributed to the increase in bed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



South Wiltshire system



Salisbury District Hospital DToC



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)

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

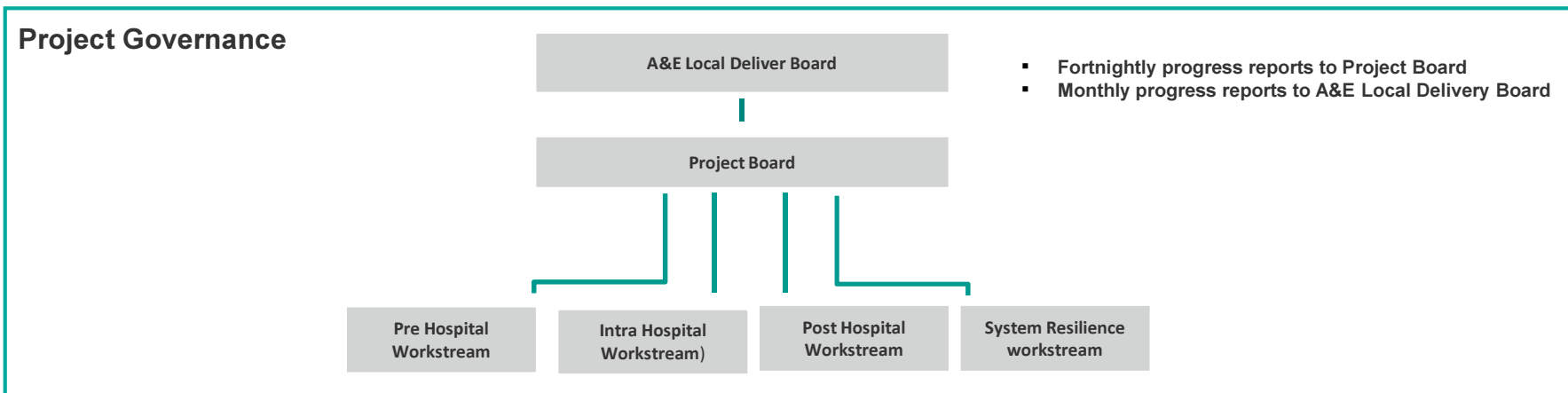
Meetings were held with the following groups of staff:

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

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

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Workstream Leads	Success criteria	Key Objectives of the Project
<p>Pre Hospital: Jo Cullen, Director of Primary and Urgent Care, Group Director West Wiltshire</p> <p>Intra Hospital: Andy Hyett, Chief Operating Officer, SFT</p> <p>Post Hospital: Lisa Hodgson, Chief Operating Officer, Wiltshire Health & Care</p> <p>System Resilience: Gavin MacDonald, System Winter Director</p>	<ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> ▪ 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

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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

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South Wiltshire System Improvement Actions

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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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