



Report to Health & Adult Social Care Select Committee

Date: 7th January 2021

Title: Winter and Covid Update

Author: Caroline Capell, Director of Urgent and Emergency Care

Officer support:

Recommendations/Outcomes:

The committee are asked to consider the content of this report and recommend assurance for the Winter and Covid Plan across Buckinghamshire.

1. Background

Winter plans incorporating the Covid Surge Plan and Flu Plan across Buckinghamshire have been in place since October and the System Providers have been actively implementing actions to help support the growing demands across this period.

The Buckinghamshire Winter Delivery Plan remains an iterative plan to support the Buckinghamshire System across Winter 2020/21.

The Buckinghamshire system's winter approach is governed by the following five principles:

- 1. Patient Outcomes** – Delivering safe and effective care for all patients receiving care from the Buckinghamshire system.
- 2. Prevention** - Infection Control: build on COVID-19 lessons regarding Personal Protective Equipment (PPE) / Handwashing etc, Flu Planning etc.
- 3. Avoiding Attendances** - Attendances at the Emergency Dept should be avoided where possible and clinically justified. The provision of suitable and safe alternatives to hospital attendance must be utilised or enhanced.
- 4. Avoiding Admissions** - The use of various streaming, Same Day Emergency Care (SDEC) and pathway initiatives to both alleviate Emergency Dept use and avoid unnecessary admissions will be vital to patient flow
- 5. Rapid Discharge** - Delays to discharges from hospital must be minimised

All parts of the system adhere to these principles and to the actions set out in the action tracker.

The plan also recognises that all individual providers may have their own plans in place.

Actions have been taking place for each of the five principles and this includes the delivery of national deliverables via the Recovery Programme. This is described in more detail in the next section.

Buckinghamshire has been actively planning the roll out of the Covid-19 vaccination and is already over target the flu vaccination for the most vulnerable, recognising the importance of prevention this year.

The promotion and development of NHS 111 pathways remains high on our communication and engagement agenda to help ensure our patients receive the right care at the right time in the most appropriate setting.

With regards to the Rapid Discharge Principle, guidance for managing discharge from hospital during the Covid-19 Pandemic was issued on 19th March 2020 by the Department of Health and Social Care. Significant additional domiciliary care capacity and care home beds were purchased, social care staff adapted their workforce and assessments were moved out of hospital. This approach enabled the numbers of medically fit patients in hospital to be significantly reduced very quickly.

As Buckinghamshire has progressed towards recovery, whilst continuing to operate within the Covid-19 Pandemic, there has been challenge regarding the longer-term effectiveness of the Buckinghamshire discharge to assess model.

NHS England have given support to the Buckinghamshire system to review the discharge processes and the revised discharge guidance issued on 21st August 2020 has also provided the opportunity to re-evaluate our progress, current gaps and future vision.

2. Main content of report

As part of the Buckinghamshire Winter Plan published in October 2020 the following actions have been delivered to date:

- Think 111 First, booking from NHS 111 into the Emergency Dept at Stoke Mandeville Hospital since 12th October 2020 providing 16 appointments slots per day to NHS 111 where appropriate.
- Implementation of a physical deterioration and escalation tool known as RESTORE2 (Nursing Homes) and RESTORE2 Mini (Residential Care Homes) continues. A total of four homes have now installed to help protect and manage

residents with support across professional decision making. Buckinghamshire Council will further support to increase engagement.

- Two patient Covid swabbing teams are in place and Covid Hot hubs (where patients are suspected Covid positive) continue with the management of suspected paediatric and adult Covid cases.
- FedBucks winter pressure clinics are in place to further support Primary Care. Management of patients in the community continues delivering initial triage and supporting base appointments or home visiting during the out of hours setting.
- Winter health TeamNet page is now operational and linked up with the Clinical Commissioning Group page aiming to support communications campaign on self-care.
- 24/7 all age mental health line remains hosted within Buckinghamshire Crisis Team. With Mental Health services within the SCAS Operational site to provide direct support to both the 999 and 111 service.
- Support to Community Service (Crisis & CMHTs) around change in process/culture continues, with focus on gatekeeping and early discharge.
- Project Butterfly, testing Urgent and Emergency Care and Winter Planning principles took place across the Buckinghamshire System 12-16 October 2020 and 30th November-4th December.
- Roll out of Covid Lateral Flow Testing across providers.
- Communication across Buckinghamshire supported by all providers promoting services during the winter period and aligning to the national Flu campaign and Just Think 111 Campaign.

In Buckinghamshire we have seen an increase in the uptake of the flu vaccination compared to previous years. The system has been working together to increase this and across the wider Buckinghamshire, Oxfordshire and Berkshire West (BOB) Integrated Care System (ICS). The numbers continue to increase with the latest below:

| Age Range / Group | Registered Population | Vaccinated | % |
|------------------------|-----------------------|------------|-------|
| Aged 2 | 6,149 | 3,569 | 58.04 |
| Aged 3 | 6,210 | 3,712 | 59.77 |
| Aged 65+ | 108,025 | 86,540 | 80.11 |
| Under 65 in Risk Group | 72,700 | 35,515 | 48.85 |

| | | | |
|----------------|-------|-------|-------|
| Pregnant Group | 5,275 | 2,187 | 41.46 |
|----------------|-------|-------|-------|

Buckinghamshire practices have now started to vaccinate the ages 50 to 64 cohort and we are starting to see a steady increase in uptake for this. Numbers will be following shortly.

All providers now have well established Workforce Wellbeing services in place to support staff during the pandemic. The Lateral Flow testing – ensuring key staff are tested for Covid twice weekly has been rolled out across providers to protect both staff and patients alike. A System wide workforce group continues to develop improvements to maintain the wellbeing of our staff.

The Same Day Emergency Care (SDEC) Unit – enabling same day emergency treatment without the need for an admission opened on 30th November on the Stoke Mandeville Hospital site. This caters for all ambulant adults who meet the criteria for receiving same day treatment alongside a Frailty Unit. This aligns with the NHS Long Term Plan to ensure patients receive the right care in the right setting.

Alongside these specific actions listed above there has also been considerable focus on supporting discharges from our Acute beds back into the community.

Since March 2020, there have been significant developments in the discharge pathway and processes from hospital. The improvements in the discharge pathways have happened at pace. The amount of medically fit Buckinghamshire residents in hospitals have reduced when compared to previous years and this has demonstrated some success in ensuring only those who are acutely unwell or those who require inpatient therapy are in hospital. There have been in the region of 800 people discharged from hospital using Discharge to Assess pathways since March 2020, and approximately 50 people discharged using the Home First model since 1st November.

From the 1st November 2020, Buckinghamshire launched its Home First model. The Home First model represents a significant change in the discharge pathway. This Home First proposal has been developed in partnership between the CCG, BHT and Buckinghamshire Council, involving the key professional groups who will deliver the model.

The Home First model has seen an increase in social care staff and therapists with the aim of helping patients home and improving their outcomes. The Home First model has been developed to ensure that patients are fully supported and provided with the best level of care to get them home safely after their medical needs have been treated. If the patient is well enough to leave hospital but needs support at home, the hospital will make sure patients have a full assessment within their home on the day they leave the hospital. This will assess any additional needs the patient has and ensure they are

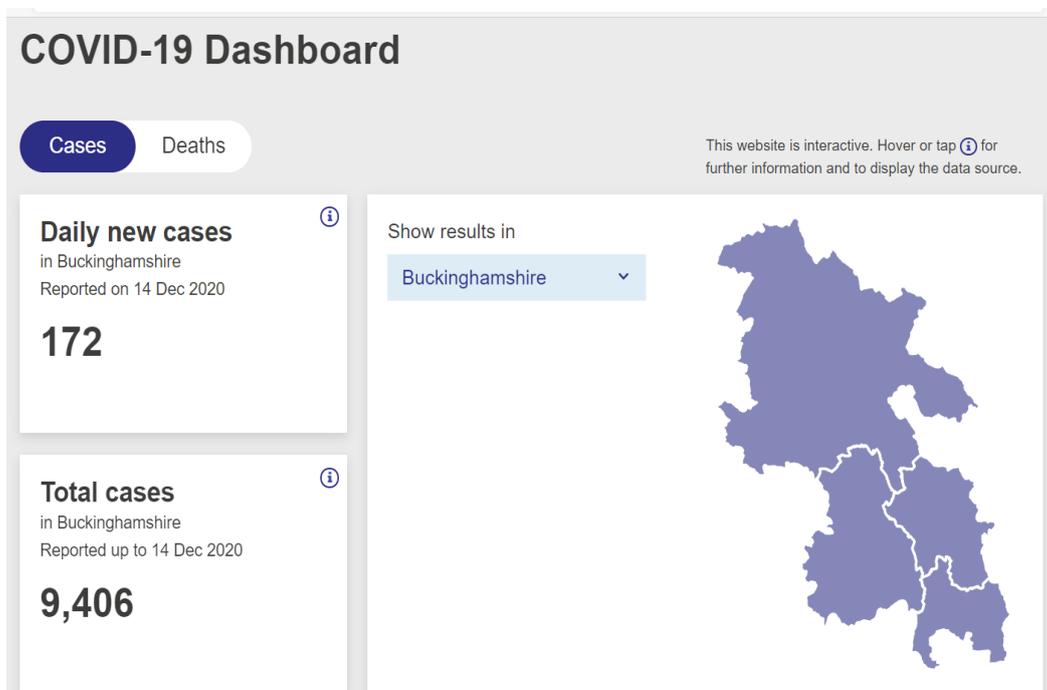
fully supported in carrying out daily activities, such as preparing meals or getting around the house.

The Home First model represents a significant step change and it is acknowledged that a number of discharge to assess beds in care homes will be required to support the discharge pathway. However, there is a clear aim to reduce the number of beds as the Home First service develops.

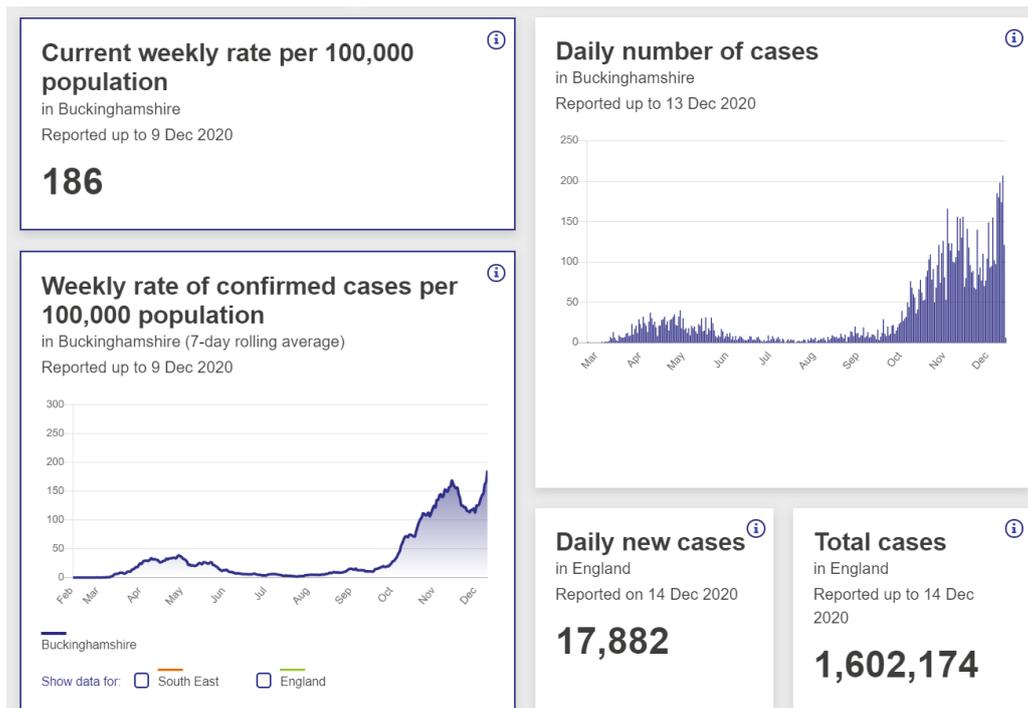
Covid remains a challenge across Buckinghamshire with numbers increasing. A new Covid Dashboard is available via the Buckinghamshire Council Website highlighting the Covid numbers on a daily basis.

<https://covid-dashboard.buckinghamshire.gov.uk/>

The screen shots below highlights our current position as at the time of writing this report (14th December) from the dashboard:



The data below is as at 14th December:



3. Next steps and review

Buckinghamshire will continue throughout the winter to ensure all actions are implemented across the system in order to support both winter demands and Covid demands. The System Surge and Winter plans provides support for that. Maintaining the Incident Management Approach across Buckinghamshire ensures we can react to situations in a more consistent and controlled manner.

The enhancement of the Same Day Emergency Care Unit and the direct bookings through Think 111 First will continue throughout this period along with a strong Comms and Engagement plan.

The impact of the Home First model on improving the patient pathway is being monitored closely. We are measuring the impact of the model against some overall performance and quality indicators. The indicators we are monitoring are:

- At least 95% of patients return home following acute hospital admission
- 90% of Home First patients are discharged on the day they become medically fit
- Community Hospital beds only admit patients requiring active inpatient rehabilitation
- Reduction in overall number of people requiring ongoing bedded care (due to increased therapy input and planning in Home First model).
- Development of opportunity to get patient experience feedback

The success of the two Project Butterfly weeks has enabled the Buckinghamshire System to test and improve a number of our pathways. This work and approach will continue over the next quarter.