

Buckinghamshire Winter and Surge Plan 2021 / 22



Health and Wellbeing Board



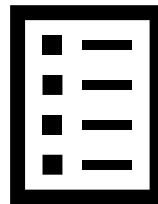
Context

Throughout this plan, the term 'winter' refers to the period Monday 4th October 2021 to Monday 18th April 2022. Actions would be expected to commence as soon as possible to support the winter period. This also recognises that we remain in the Covid surge (third wave) with anticipated periods of surge throughout the winter.

This plan is an iterative plan to support the Buckinghamshire System across Winter 2021/22.

This plan aims to incorporate the key actions each of our key system partners will deliver during the forthcoming winter period and incorporating the challenges being faced as part of managing the COVID-19 Pandemic. This plan is complimented by:

- COVID-19 Third Wave Surge Plan
- Buckinghamshire Paediatric Surge Plan
- Buckinghamshire Primary Care Surge Plan
- Buckinghamshire Discharge Surge Plan
- Buckinghamshire Local Outbreak Management Plan (Covid-19)
- Buckinghamshire Urgent and Emergency Care (UEC) Transformation Programme
- Buckinghamshire Flu Plan
- System Partners Winter Plans including at ICP and ICS level



Aims and Principles

Aims:

The key partners across Buckinghamshire will ensure their services and workforce:

- Are **resilient and supported** throughout the winter period and Covid-19 pandemic, providing safe, effective and sustainable care for the local population
- Have sufficient **capacity and support** available to meet likely demands over winter and potential surges in Covid-19
- Are able to deliver safe and high-quality **care** for patients/clients in the most appropriate setting, maximising the opportunities provided by PCNs and Primary Care Services
- Are able to **achieve** national and local access targets and trajectories across the system
- Are compliant with winter and COVID-19 planning and national guidance
- Have learnt from previous winters locally and from **other systems** and **applied best practice** to service delivery to ensure safe and effective patient flow
- Promote **prevention** and supports self-care for staff and patients / clients.

Principles:

The Buckinghamshire system's approach will be governed by the following principles.

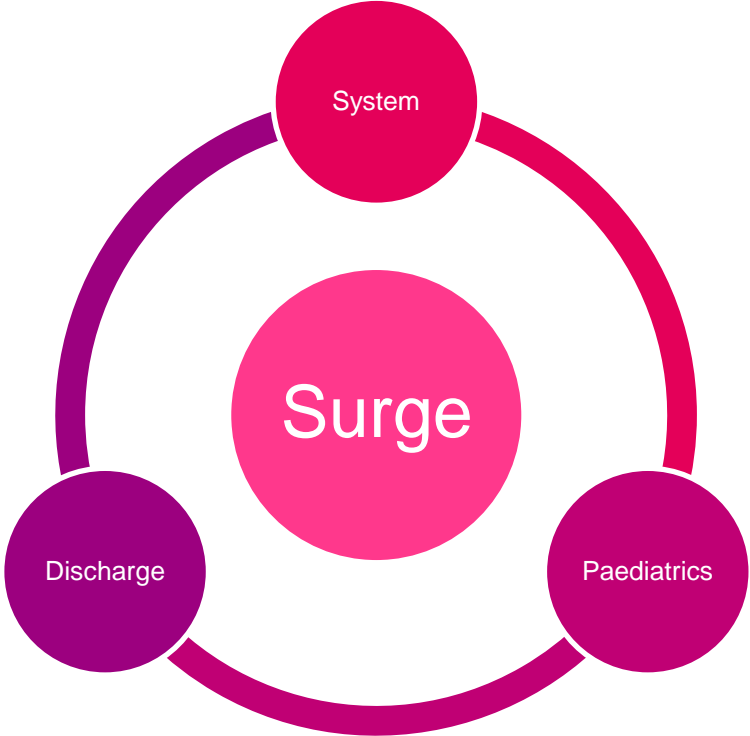
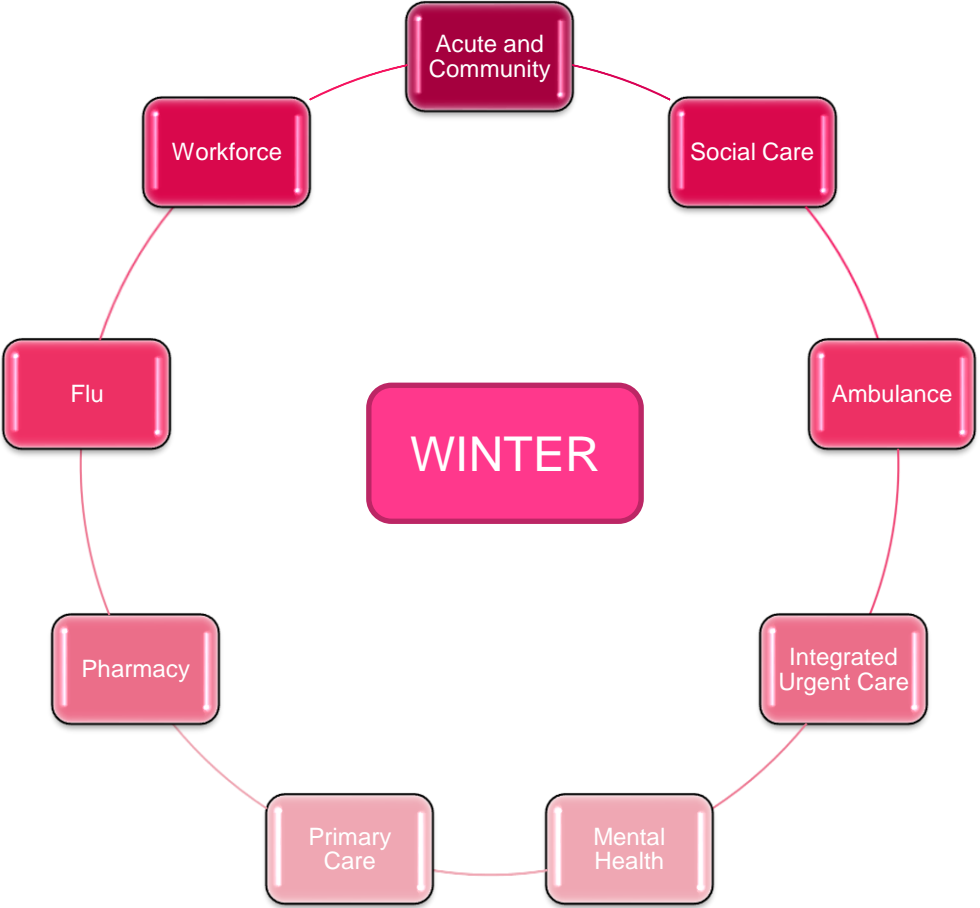
- **Outcomes** – Delivering safe and effective care for all patients/clients receiving care from the Buckinghamshire system.
- **Prevention** - Build on Covid-19 lessons regarding infection control (PPE / Handwashing etc, Flu Planning etc.) and better ways of working together
- **Avoiding Attendances** - Attendances at Emergency Department should be avoided where possible and clinically justified. The provision of suitable and safe alternatives to hospital attendance must be utilised or enhanced.
- **Avoiding Admissions** - The use of various streaming, Same Day Emergency Care (SDEC) and pathway initiatives to both alleviate Emergency Department use and avoid unnecessary admissions will be vital to patient flow.
- **Rapid Discharge** - Delays to discharges from hospital must be minimised.
- **Supporting Care Providers** - Care providers must be supported to ensure high quality placements are available for hospital discharge

All parts of the system will adhere to these principles and defaults and to the actions set out in the remainder of this paper. All providers should have their own winter and surge planning processes to which they should adhere.

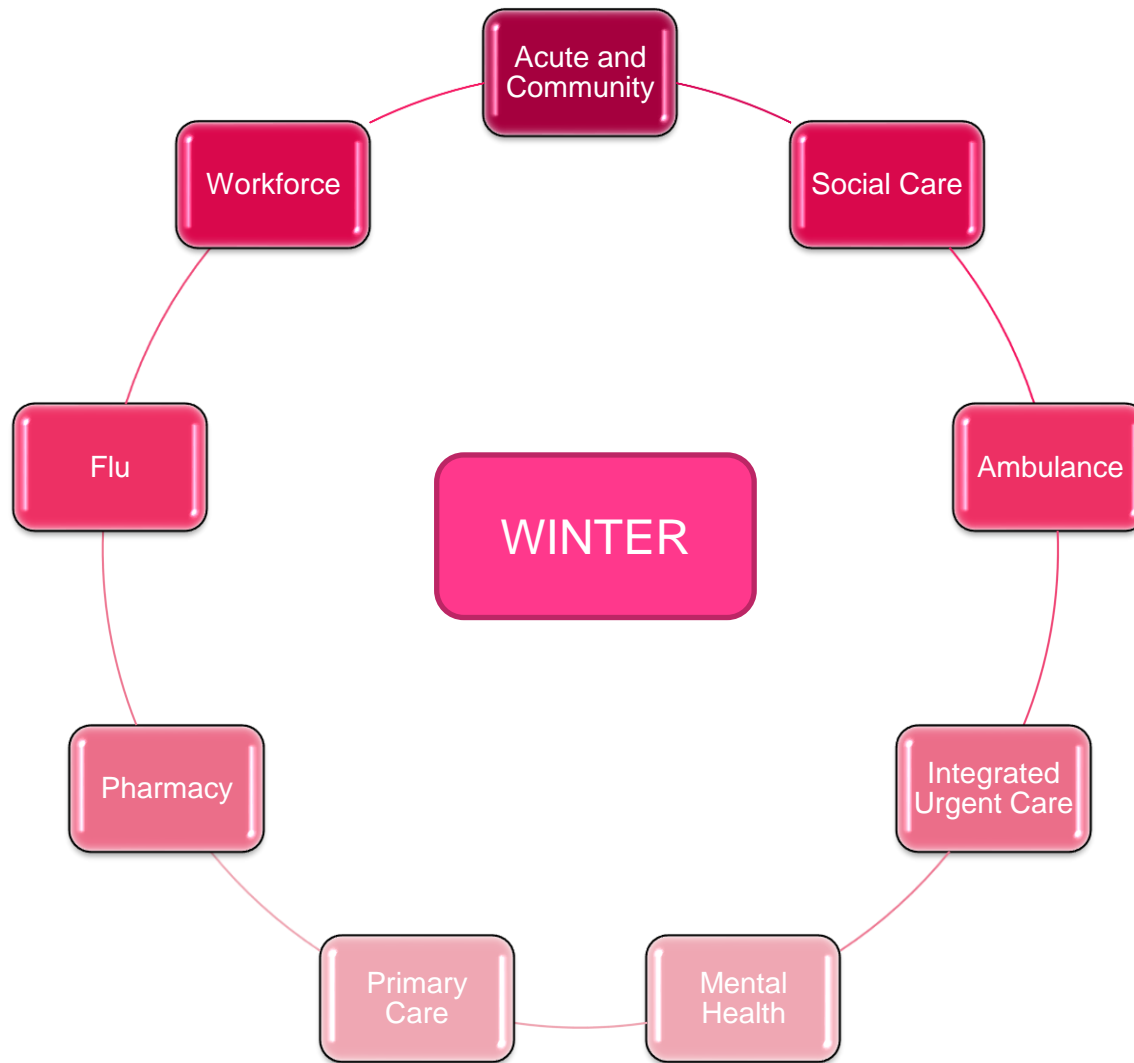
Winter and Surge Plan

Key Workstream Areas:

The two diagrams below highlight the NHSE expected areas of focus for both Winter and for Surge, each of which have expected deliverables. The next set of slides break down the Winter areas of focus interwoven with surge:



Winter Plan



Acute and Community – Front Door

The table below highlights actions the Buckinghamshire Healthcare NHS Trust will deliver in order to support the winter period and Covid-19 pandemic:

The aims of these actions are to help support the workforce, patients and the pathways in order to:

- Eliminate necessity to manage patients in ED corridors
- Improve performance to ensure patients are seen and treated in a timely manner and no patients spend more than 12 hours in ED from the time of arrival
- Help with the ambulance handovers to ensure ambulances can get back on the road in a timely manner
- Help maintain a resilient workforce through support and management
- Help reduce the number of breaches on a daily basis
- Reduce bottlenecks in ED through new pathways
- Work with system to improve pathways to support direct bookings
- Support provision of various streaming, SDEC and pathway initiatives

Action	By When	Principle
Buckinghamshire to increase and support workforce levels sufficient to cover winter demands and build in contingency plans at periods of surge	1 st November and ongoing through winter	All principles
Ensure proactive and robust discharge planning to ensure patients are discharged when medically optimised	Ongoing	Rapid Discharge
Ensure communications and processes in place with partners regarding referrals, admissions and discharges are clear and unequivocal	1 st October	All principles
UTC Pathway at the Front Door of the Emergency Dept to help manage increasing primary care demand at the front door, improve performance and support capacity	October 2021	Outcomes
Work with SCAS to manage handover pathways to reduce handover delays	Ongoing	Outcomes
Supporting Think 111 First including development of ED pathways and direct bookings from 111	Ongoing	Avoiding Attendances
Ensuring staff are vaccinated to support staff welfare and patient care	1 st November	Outcomes/ Avoiding Attendances
Enhanced engagement with system to improve flow of patients	Ongoing	Rapid Discharge
Hospital Ambulance Liaison Administrator (HALA) to support front end ED with smooth handover of ambulances and streaming of patients to appropriate services	1 st October	Outcomes

Acute and Community – Bucks 24/7

The table below highlights actions Bucks 24/7 (FedBucks) will consider in supporting the winter period and Covid-19 pandemic:

The aims of these actions are to help support the workforce, patients and the pathways in order to:

- See patients in a timely and safe manner
- Increase number of direct bookings via 111 to support Think 111 First and ensure patients are seen in the right place first time
- Provide overall support for the wider urgent and emergency care system

Action	By when	Principle
Increase workforce levels sufficient to cover winter demands building in contingency plans for the management of Covid-19 and periods of surge	1 st November and ongoing through winter	All principles
Reopening all UTC pathways including direct bookings and aligning to the Think 111 First pathway	Ongoing	Avoiding Attendances
Management of patients in the community via high level triage/base appointments/home visiting during the out of hours setting	Ongoing	Avoiding Attendances/ Outcomes
Covid-19 support through in hours triage, home visiting services and hot hub clinics	Ongoing	Avoiding Attendances/ Outcomes
Continuing to support roll out of Think 111 First by aligning the UTC model with the ED pathway and supporting capacity and demand where possible	Ongoing	Avoiding Attendances
Delivery of flu vaccinations to support staff and system as required, also supporting prophylaxis	1 st January 2022	Avoiding Attendances/ Outcomes
Supporting ED with Front Door resources and supporting Primary Care with locally commissioned services	Ongoing	Avoiding Attendance/ Outcomes

Acute and Community – Community

BHT provides community services provision for adults and children across Buckinghamshire which includes Rapid Response & Intermediate Care (RRIC), the Adult Community Health Team (ACHT), the Falls pathway, specialist nursing, therapies and day assessment units

The table below highlights the key actions that will be taken to support the winter period and any future Covid-19 surges. These actions aim to support the workforce, patients and the pathways by helping reduce demand on the acute sites. This will be achieved by:

- Focussing on the prevention of admission as a key priority to keeping people at home and preventing unnecessary hospital admissions. This includes patients who need a two-hour crisis response, i.e. Urgent Community Response (UCR)
- Supporting the step down from hospital for people who need appropriate intervention to enable them to return to their home environment

Action	By When	Principle
Community Services to proactively support and prioritise the workforce for patients that are deemed at risk of admission and provide a 2-hour crisis response for those at high risk, which includes patients in ED / SDEC	Ongoing	Avoiding Admissions/ Outcomes
Community Services to support timely discharge for patients medically optimised for discharge utilising the Home First pathway	Ongoing	Rapid Discharge/ Outcomes
Close working between RRIC and Home Independence Team to maximise available capacity and best utilisation of staff	Ongoing	Rapid Discharge/ Outcomes
Promotion and reminder about use of CATS and MUDAS to GPs, community teams and acute	Ongoing	Avoiding Admissions/ Outcomes
Promotion of pathways with SCAS to increase the utilisation of community services such as RRIC, CATS and MUDAS	Ongoing	Avoiding Admissions/ Outcomes
Regular review with DoS Manager for utilisation of UCR pathways by NHS 111	Ongoing	Avoiding Admissions/ Outcomes
Review of Consultant Connect Pathway to support PCN referrals as alternative pathways to ED	Ongoing	Avoiding Admissions/ Outcomes

Social Care (1 of 2)

Adult Social Care and Stoke Mandeville Hospital discharge coordinators collectively form the Integrated Discharge Team to provide a holistic, admission avoidance and discharge service for patients who are referred or admitted to Stoke Mandeville Hospital. BC also oversee the Home Independence Team across Buckinghamshire.

The table below highlights actions Buckinghamshire Council will consider in supporting the winter period. BC has its own separate winter plan as which these actions align to.

The aims of these actions are to help support the workforce, patients and the pathways in order to:

- Help reduce demands on acute sites by facilitating discharge
- Providing timely assessments and providing support
- Helping maintain a resilient and supported workforce

Action	By when	Principle
Discharge to Assess under home first principles - Enabling more people who need care and support to be discharged from hospital as soon as they are medically fit	Ongoing	Rapid Discharge
Ensure 7 Day Working to support rapid discharge. Enabling clients to remain at home and effective discharge at weekends	Ongoing	Rapid Discharge
Implementing Holiday Cover to support rapid discharge. Enabling clients to remain at home and effective discharge over the winter period	1 st October and ongoing through the winter period	Rapid Discharge

Social Care (2 of 2)

The table below highlights the remaining actions for Bucks Council in Buckinghamshire during the winter period.

Action	By when	Principle
Provider resilience for care and support providers. Supporting providers to deliver safe and effective services throughout the winter period	Ongoing	Avoiding Attendances/ Avoiding Admissions/ Supporting Care Providers
Supporting the safety and continuity of care for vulnerable residents	Ongoing	Avoiding Attendances/ Avoiding Admissions
Supporting wider providers (such as Apetito, Red Cross Home from Hospital, NRS) who can deliver safe and effective services over the winter	1 st October and ongoing over the winter period	Avoiding Attendances/ Avoiding Admissions
Promoting and enabling the uptake of flu vaccination for all BC staff but prioritising front line staff and those at risk. Promoting to care providers	1 st January 2022	Avoiding Attendances/ Avoiding Admissions
Promoting and enabling the uptake of Covid-19 vaccination for all BC staff but prioritising front line staff and those at risk and promoting to care providers	Ongoing	Avoiding Attendances/ Avoiding Admissions/ Supporting Care Providers
Provide the public with information on staying well and appropriate routes to access reports	Ongoing	Avoiding Attendances/ Avoiding Admissions
The availability of Emergency Response to support rapid discharge. Ensure the delivery of safe and effective adult social care services	1 st October and ongoing through the winter period	Rapid Discharge
Support the Community 2 hour and 2-day rapid response plan	Subject to successful ICP proposal and funding, potential start 1 st December	Avoiding Admissions

Care Homes (1 of 2)

With pressure on bed capacity within the acute sector and the need for rapid discharge to alleviate this pressure, care homes represent a pivotal element of the system as many patients will be transferred to and from hospital during the winter period. There are 129 care homes in Buckinghamshire that have a registered Buckinghamshire GP.

The table below highlights actions the system will consider in supporting care homes to cope during the winter period. It is based on the premise that patients will remain in a care home to receive their care where possible especially if this is their usual place of resident but that also care homes may be used to step down patient care and the system must facilitate this in order for it to work effectively:

The aims of these actions are to help support the workforce, patients and the pathways in order to:

- Ensure care homes are safe and supported by the wider system
- Ensure residents are only conveyed when all other options have been appropriately sought
- Ensure all staff and residents receive flu and Covid-19 vaccination

Action	By when	Principle
RESTORE2 (Nursing Homes) and RESTORE2 Mini (Residential Care Homes) Training to enable care homes to proactively identify deteriorating care home patients and treat quickly and effectively	1 st November	Outcome/ Avoiding Admissions
Implementation of effective treatment escalation plans in Care Homes (RESTORE2)	1 st November	Outcomes
PCN support for care homes in place through ward rounds, MDTs, personal care plans and EHCH	Ongoing	Outcomes

Care Homes (2 of 2)

The table below highlights the remaining actions for Care Homes in Buckinghamshire during the winter period.

Action	By when	Principle
Care Home understanding and involvement in the SDEC approach so that they understand the need and importance of accepting patients back following an intervention	Ongoing	Rapid Discharge
Telehealth - Consistent use of Immedicare across Bucks to ensure 24/7 reactive medical support for care homes as required. Known to reduce the need for further support. Links directly to the local geriatrician team for support as necessary via Consultant Connect	1 st October and ongoing through winter	Avoiding Admissions
Ensuring all staff and residents are vaccinated as part of the flu and Covid-19 vaccination programme	Covid-19 vaccinations ongoing 1 st January 2022 for flu vaccination	Avoiding Admissions

Ambulance

The table below highlights actions SCAS will consider in supporting the winter period and Covid-19 pandemic. SCAS have an operational plan in place: 'Demand Management Plan' to help manage winter demand across the whole SCAS region.

The aims of these actions are to help support the workforce, patients and the pathways in order to:

- Support system in keeping patients at home where safe and clinically appropriate
- Maximize use of SCAS Connect to support urgent care pathways and convey only when necessary and clinically appropriate
- Reduce handover delays to free up ambulance capacity
- Continue to ensure there is adequate ambulances throughout the winter to manage demand
- Help increase the 'hear and treat' and 'see and treat' so patients can be dealt with appropriately in a timely manner
- Help deliver on the Category 1 target for the most urgent cases

Buckinghamshire Actions	By when	Principle
SCAS to increase usage of See/Treat and Hear/Treat pathways where clinically appropriate whilst reviewing and improving existing urgent care pathways to maximize usage and reduce conveyances. SCAS will encourage staff to utilise SCAS Connect (MIDOS) in accessing pathways other than the ED	Ongoing and will continue through winter, monitored through the UEC Transformation Programme	Avoiding Attendances/ Outcomes
Assistant Senior Operations Manager to support urgent care pathways	In post since July 2021 and will be supporting on a permanent basis	Avoiding Attendances/ Outcomes
SCAS to monitor workforce levels and proactively plan to cover winter demands and build in contingency plans ahead of predicted surge by utilising short-term and long-term forecasts. Ensuring workforce remains supported and resilient.	Started and ongoing through winter, monitored through UEC Transformation Programme	Avoiding Attendances
Home Visiting Service	In place until September. Extension to support winter to be confirmed	Avoiding Attendances/ Outcomes
SCAS Car - Urgent Care Service, predominantly aiming to cover respiratory type illnesses	TBC	Avoiding Attendances/ Outcomes
SCAS to adopt the extreme weather guidelines as part of the Adverse Weather Condition Policy in ensuring service delivery for the population is maintained where possible.	As required dependent on weather	Outcomes
Ensuring staff are vaccinated to support staff welfare and patient care (covering Covid-19 and flu)	Band 7 Vaccination Coordinator appointed in August 2021 - 12 month secondment	Outcomes/ Avoiding Attendances

Integrated Urgent Care

The table below highlights actions 111 will consider supporting the winter period and surge.

The aims of these actions are to help support the workforce, patients and the pathways in order to:

- Continue to support Think 111 First to ensure adequate capacity in 111 call centres and clinical assessment service
- Improve performance for call answering
- Help maintain a resilient workforce through ongoing support and management

Action	By when	Principle
Fully promote / communicate campaign for NHS 111 and choices of services across the system	Ongoing	Avoiding Attendances
NHS 111 service to commit to achievement of revalidation targets of ED and Ambulance dispositions to maintain the low levels of patients being redirected to ED. As part of the 111 First this is being reviewed and additional resources are being looked at as each area roll out the programme	Ongoing	Avoiding Attendances
111 to increase workforce levels sufficient to cover winter demands and build in contingency plans at periods of surge	Ongoing	Avoiding Attendances
Supporting the roll out of Think 111 First by increasing resourcing within the 111 service managed by SCAS. To deliver 111 establishment are to be increase and SCAS are recruiting HA and CA to the new establishment figures	Ongoing	Avoiding Attendances

Mental Health (1 of 2)

Mental Health and Wellbeing Service provide mental health services across Buckinghamshire and Oxfordshire and the table below highlights actions OHFT will consider supporting the winter period.

The aims of these actions are to help support the workforce, patients and the pathways in order to:

- Help provide 24/7 support to patients
- Ensure pilots to support the winter period are up and running
- Help support the wider system providing direct support in the Acute Trust and where else possible
- Helping maintain staff resilience through ongoing support and management

Action	By When	Principle
Strengthen pathways with SCAS to increase the utilisation of the facility to assess individuals at the White leaf if they do not need physical health intervention	1 st November	Avoiding Attendances
CAMHS will continue to provide planned interventions and 24hr crisis service over this period responding to urgent and emergency demands	1 st September and ongoing through winter	Avoiding Attendances
CAMHS will provide a member of staff into A&E to support CYP who present through mental health distress/self-harm to expedite assessment and rapid discharge	1 st November	Rapid Discharge
Maximum use of Crisis Service as an alternative to hospital admission and reduce out of area placements by responding proactively to urgent and emergency demand. Safe Haven + operational in High Wycombe to support alternatives to ED	1 st September and ongoing through winter	Avoiding Admissions
Community Services (crisis and CMHTs) to support timely discharge through proactive working across services and system	1 st September and ongoing through winter	Rapid Discharges
Develop system wide process to expedite discharges/reduce stranded patients/improve flow	1 st November	Rapid Discharges

Mental Health (2 of 2)

The table below highlights the remaining actions for Mental Health services in Buckinghamshire during the winter period.

Action	By When	Principle
AMHP service staffed to ensure assessments are undertaken in timely manner for all urgent care pathways	1 st September and ongoing through winter	Rapid discharges
Single point of referral for OHFT HBPOS established to improve operational oversight and communication with system partners	9 th August and ongoing through Winter	Rapid Discharges
IAPT will ensure there is sufficient capacity to provide urgent psychological assessments (within 24 hours) for people with common mental health disorders including those re-directed from 111 and ED	1 st September and ongoing through winter	Avoiding Attendances/ Avoiding Admissions
IAPT to provide Long Covid clinics and psychological therapies for people with LTCs (COPD, diabetes, cardiac conditions etc). Linked to hospital, community and primary care physical health services to prevent deterioration leading to admission and facilitate recovery from physical or psychological crisis	1 st September and ongoing through winter	Avoiding Attendances/ Avoiding Admissions
Robust encouragement for all staff to be up to date on Covid and Flu vaccinations in the run up to the winter period	1 st September and ongoing through winter	Avoiding Attendances/ Avoiding Admissions

Primary Care (GP Practices)

Buckinghamshire currently has 48 GP practices covering core general practice services, including extended primary care access for their own registered population and across the Buckinghamshire Practices with the national Extended Access Programme.

The table below highlights actions primary care can consider supporting the winter period and Covid-19 pandemic.

The aims of these actions are to help support the workforce, patients and the pathways in order to:

- Improve access over the winter period
- Continue to support the 111 pathway by providing directly bookable slots for 111
- Promote and deliver on the wider flu and Covid-19 programme
- Continue to support remote consultations to manage demand

Action	By when	Principle
CCG to review NHS 111 Directory of Services ensuring ranking and profiles of key services are correct	Ongoing	Outcomes/ Avoiding Attendances
GP practices will ensure the appropriate numbers of directly booked appointments are made available for direct booking from 111 and they are fully utilized	On-going	Outcomes/ Avoiding Attendances
Delivery of vaccinations including the Covid-19 and flu vaccines to the eligible patient cohorts	Covid- 19 vaccinations ongoing, flu and Covid-19 Phase 3 starting 1 st September	Outcomes/ Avoiding Admissions
Maximise patient & GP practice use of online consultation and triage systems to ensure patients are guided to the most appropriate service or to self-care	Ongoing	Avoiding Attendances
Review triage protocols within the Ask First online consultation tool to reflect Winter requirements including flu	1 st November	Outcomes/ Avoiding Attendances
Twice weekly operational performance monitoring of covid services and D2A beds with SCAS and FedBucks for escalation and support of service delivery	Ongoing	Outcomes
Workforce planning support offer to practices and PCNs to maintain resilience	Ongoing	Outcomes
Primary Care situation reporting for early escalation and mitigation of issues with demand management and service delivery	Ongoing	Outcomes/ Avoiding Admissions

Pharmacy

The table below highlights actions our local Medicine Management team will consider supporting the winter period and Covid-19 pandemic:

The aims of these actions are to help support the workforce, patients and the pathways in order to:

- Help take pressure off other services, including GPs, by streamlining pathways for patients
- Help facilitate flu and Covid-19 vaccinations throughout Bucks
- Use public facing forums to promote 111 and self-care

Action	By when	Principle
Supporting the communications campaign providing a focus on putting out messages about self-care to all patients	1 st October and ongoing through the winter period	Outcomes/ Avoiding Attendances
To support in the delivery of the Covid-19 and flu vaccines for care homes as required, including staff	1 st October and ongoing through the winter period	Outcomes/ Avoiding Attendances
Increasing use of electronic repeat dispensing service through comms and engagement	1 st October and ongoing through the winter period	Outcomes
FedBucks support for supply of antiviral for flu prophylaxis/treatment in care homes	1 st October and ongoing through the winter period	Outcomes/ Avoiding Admissions

Flu Vaccinations

All systems are awaiting national guidance relating to the likely combining of flu and covid-19 booster vaccinations.

This started in October 2021 focusing on the at risk groups which include:

- Clinically at risk Group (6 months to 65 years)
- Over 65 years
- Children aged 2 – 10 years
- Pregnant women
- Long stay residents in care homes
- Carers
- Close contacts with immunocompromised individuals
- Health and Social Care staff

All key system partners will support the roll out of the vaccinations subject to national guidance.

The Buckinghamshire Flu Plan is embedded below:



Microsoft Excel
Worksheet

Workforce

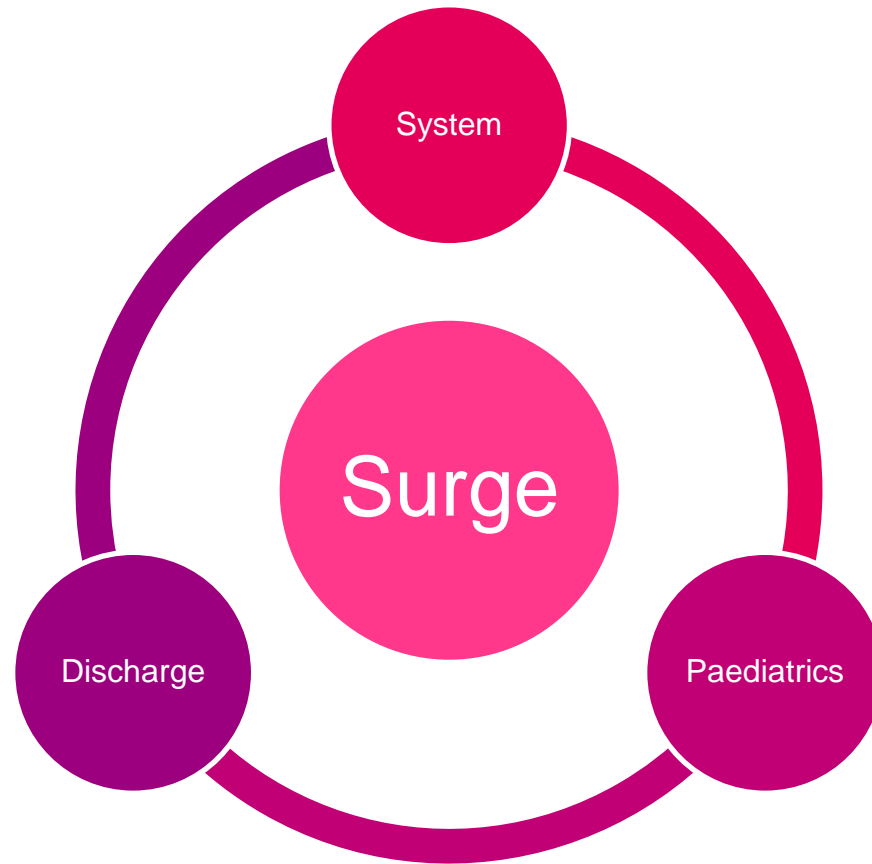
Across the Buckinghamshire Health and Social Care system all providers have their own Surge and Winter plans in place. The plans include the management of workforce.

The Buckinghamshire system is not yet mature enough to enable cross organisational working, however there are steps being taken to improve this including:

- UTC Pathway at Front Door in SMH as a partnership model with BHT and FedBucks
- 111 Clinical Assessment where Fedbucks validate UTC dispositions prior to bookings in partnership with SCAS



Surge



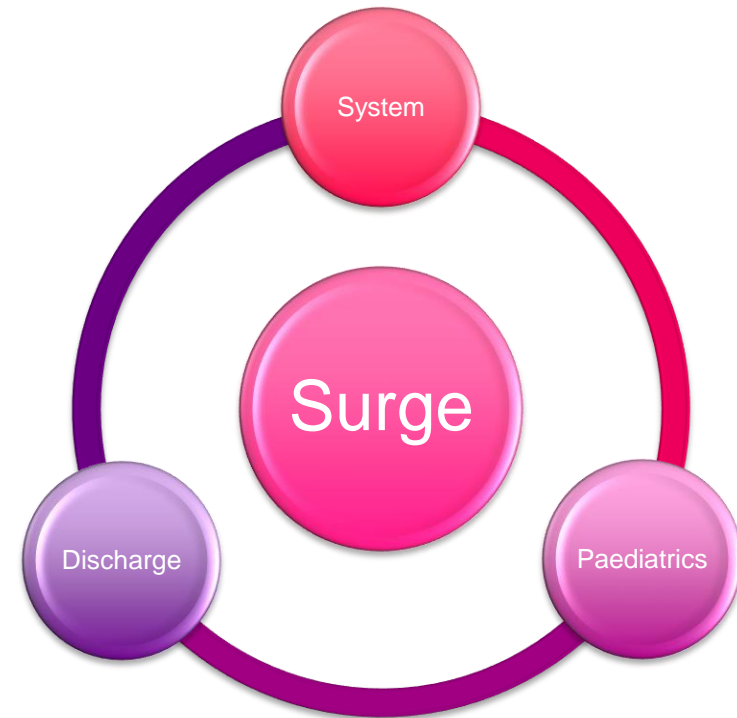
Surge

Across Buckinghamshire a Surge Plan has been developed and agreed.

This focuses on three key areas:

- System
- Paediatrics
- Discharge

As part of the requirement for assurance to NHSE the embedded document also includes an assurance checklist that will be implemented in preparation for surge and winter.



Paediatrics Surge

The general principles outlined in this plan relate to both paediatrics and adult populations. The section below highlights various points of focus for children's urgent care. The aims of these actions are to help support the workforce, patients and the pathways in order to:

- Ensure children receive safe and timely treatment and care through this winter
- Communication supporting Covid-19 and other paediatric conditions is in place
- Ensure residents are only conveyed when all other options have been appropriately sought
- Ensure all children in the appropriate age range receive a flu vaccination

Actions	By When	Principle
To ensure full consultant and senior nurse cover available in the Trust 24/7 to manage children and treat in a timely manner	1 st October and ongoing through winter	Outcomes
To ensure a dedicated space for paediatric minor injury is operational	In place	Rapid Discharge
Handing of ward 9 to paediatrics to increase paediatric bed capacity, providing initially an extra 12 beds but potentially up to 22 from 13 th September 2021 (ward 9 at SMH)	13 th September 2021	Rapid Discharge
Use of remote consultations to support outpatient services	In place	Avoiding Attendances/ Avoiding Admissions
Maximise use of GP telephone advice line	1 st October and ongoing through winter	Avoiding Attendances
Ensuring availability of Hot Hubs for management of symptomatic children	In place until September, winter plan to be put in place by 1 st October	Avoiding Attendances
Communications strategy jointly with the Council and Public Health on common winter childhood illness and self-care	Already in place and will be ongoing with targeted messaging through winter	Avoiding Attendances
Establishment of green pathways for shielded and elective children	Already in place through the Children's Day Unit at Wycombe	Avoiding Attendances
Paediatrics / Paediatric Ambulatory Care to work with community nursing teams to develop early discharge pathways and home monitoring SOP	Process and SOP already in place. The majority of admitted children are discharged without the need for oxygen. Those specific children who require oxygen at home will have individualised plans for monitoring and will be supported at home by the paediatric community team.	Outcomes

Managing Winter and Surge 2021 / 2022

Winter and Surge Management

Across the Buckinghamshire Health and Social Care system all providers have ICP policies in place and adhered to.

The Buckinghamshire system continues with an Incident Management Process with the following in place which will remain throughout the winter period:

- ✓ BHT Incident Management Meeting (meets weekly (Wednesday))
- ✓ System Incident Management Meeting (meets weekly (Wednesday))
- ✓ BHT Bronze Daily meetings (Divisional escalation)
- ✓ Provider Incident Management meetings in place

There is a single action tracker to help manage winter and surge across winter and this is embedded below:

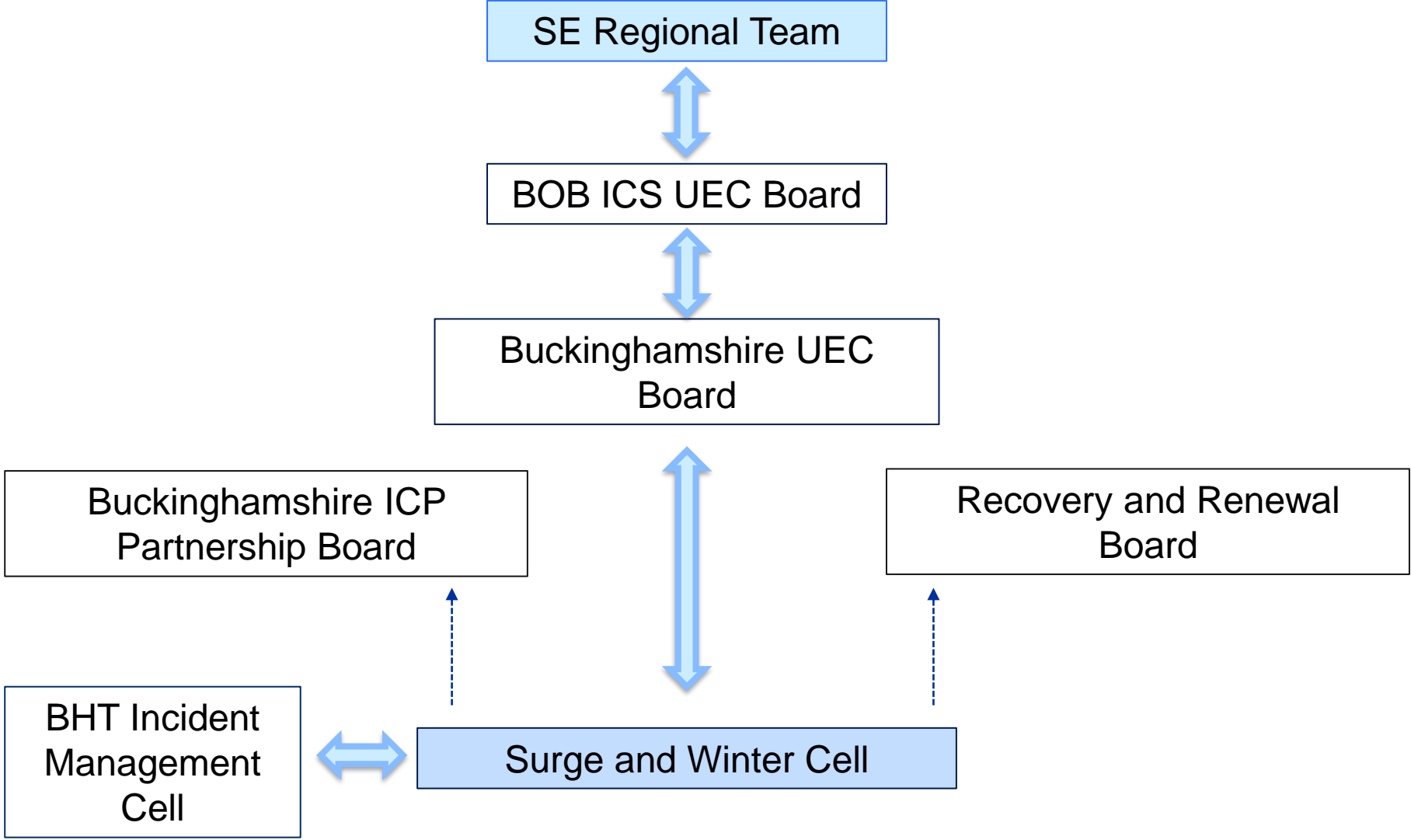


Microsoft Excel
Worksheet

System Winter and Surge Governance

All Surge plans and the Winter Plan are reviewed weekly and updated via an Action Tracker managed within the CCG UEC Team.

The Governance and Escalation Structure is highlighted below:



Risks

The table below highlights a selection of the current risks associated with surge and winter alongside the mitigations:

	Risk	Mitigation
1	There is a risk that patients will default to attending ED regardless of symptoms	System-wide communications plan to advise public of alternative services and support for self-care where appropriate
2	Increased ED conveyance	Implementation of updated urgent care pathways across Buckinghamshire and enhanced communications to healthcare professionals on the use of alternative conveyance pathways where clinically appropriate and
2	Fragility of the care home capacity due to Covid-19, leading to challenges with capacity to discharge and flow across system	Look at alternative provision and monitor gaps in provision as proactively as possible, supporting flow within D2A
3	Delays to discharges from hospital leading to challenges to bed capacity and risks to patient safety in hospital	Agreements to <ul style="list-style-type: none"> • system wide escalation processes • implementation of actions outlined within the Discharge Surge Plan • daily check-in with care providers to expedite discharges
4	Availability of packages of care and access to reablement/ home independence/ home first pathways leading to issues in discharge from hospital	Facilitate quicker decision making along with enhanced joint working within teams and implementation of actions outlined within the Discharge Surge Plan
5	Further surges of Covid-19 ahead of the winter period could have a direct negative impact on all services in Buckinghamshire and exhaust available capacity	System-wide Surge Plans in place including: <ul style="list-style-type: none"> • Covid-19 Third Wave System Surge Plan • Discharge Surge Plan • Paediatric Surge Plan • Primary Care Surge Plan • Buckinghamshire response to South East UEC Surge Planning <p>Above plans are supported by individual provider plans and will help facilitate flow within system. Reporting and management of activity in community and acute settings.</p>
6	Workforce across the system	Plans in place for this across the system
7	Ambulance handover delays at hospital, impacting on demand management and potentially leading to increase in hospital conveyance	Implementation of HALA model at front end in ED to support timely handover of patients