

Buckinghamshire System Winter Review 2022 / 23

Health and Social Care Select Committee

11th May 2023



Buckinghamshire
Council



Oxford Health
NHS Foundation Trust



South Central
Ambulance Service
NHS Foundation Trust



Buckinghamshire, Oxfordshire
and Berkshire West
Integrated Care Board



Buckinghamshire Healthcare
NHS Trust

Introduction

The Buckinghamshire System Winter Plan 2022/23 was developed with all Bucks Health and Social Care Partners intended to support the six month period of Winter 2022/23 **Monday 3rd October 2022 to Friday 31st March 2023.**

The winter plan covered the whole population of Buckinghamshire, including all ages and all conditions based on anticipated demands on each Urgent and Emergency Care Service recognising that all partners may have had their own plans in place.

Part of the national assurance to NHSE included providing a monthly update **Board Assurance Framework** to help all systems provide assurance for the anticipated challenges faced this winter and were embedded throughout the Winter Plan.

These slides highlight what went well, not so well and challenges that were not fully anticipated throughout the winter period.

Winter 2022/23 Plan Aims

The original aims of the Buckinghamshire System Winter Plan set at the beginning of the winter were to ensure all key partners were signed up to support and deliver the following:

- ✓ *The Bucks System will aim to be **resilient and supportive** throughout the winter period, providing safe, effective and sustainable care for the local population*
- ✓ *The Bucks System will aim to have sufficient **capacity** available, including flexibility across the workforce, to meet likely demands over winter and potential surges in Covid-19 or other anticipated challenges*
- ✓ *The Bucks System will aim to deliver **safe** and high-quality **care** for patients/clients in the most appropriate setting*
- ✓ *The Bucks System will aim to **achieve** national and local access targets and trajectories across the wider system*
- ✓ *The Bucks System will continue to learn from previous winters locally and from **other systems** and ensure we adopt **Best Practice** where possible across Buckinghamshire*
- ✓ *The Bucks System will aim to promote **prevention** and supports self-care for staff and patients / clients.*




This presentation highlights if these aims were achieved.


What went well



We successfully increased our bed capacity including 30 beds in Olympic Lodge



We managed over 500 calls per week on behalf of practices through the Clinical Assessment Service



We maintained patients in their own home preventing admissions to hospital

We successfully implemented and delivered on all our winter schemes that we set out to do

We were able to keep patients at home under Acute Care through Hospital at Home service throughout Winter



The next set of slides highlights each individual scheme delivered throughout the winter period:

Winter Schemes in Place – Winter Funded Schemes (1 of 6)

A number of schemes were funded and in place across the Winter period including:

- **Olympic Lodge** – we had 30 additional beds clinically managed who were discharged from the Acute Trust but not able to go home yet. This ran October to March with plans to continue until the end of May.
- **Community Beds** – this included opening and staffing 8 beds in Amersham and Buckingham community hospitals providing step-down capacity for medically optimised patients and also patients to receive therapies in a less acute setting closer to home.
- **Dom Care Bridge Team** – This was a dedicated care team to help bridge patients' packages of care so that they can get home quicker when medically optimised for discharge. Provided additional capacity in challenged Dom Care market using employment capacity of the Trust.
- **Wrap Around Care Scheme** – Working with Sodexo to reduce unnecessary hospital readmissions by providing wrap around care for patients at high risk of readmission.

Winter Schemes in Place – Winter Funded Schemes (2 of 6)

A number of schemes were funded and in place across the Winter period including:

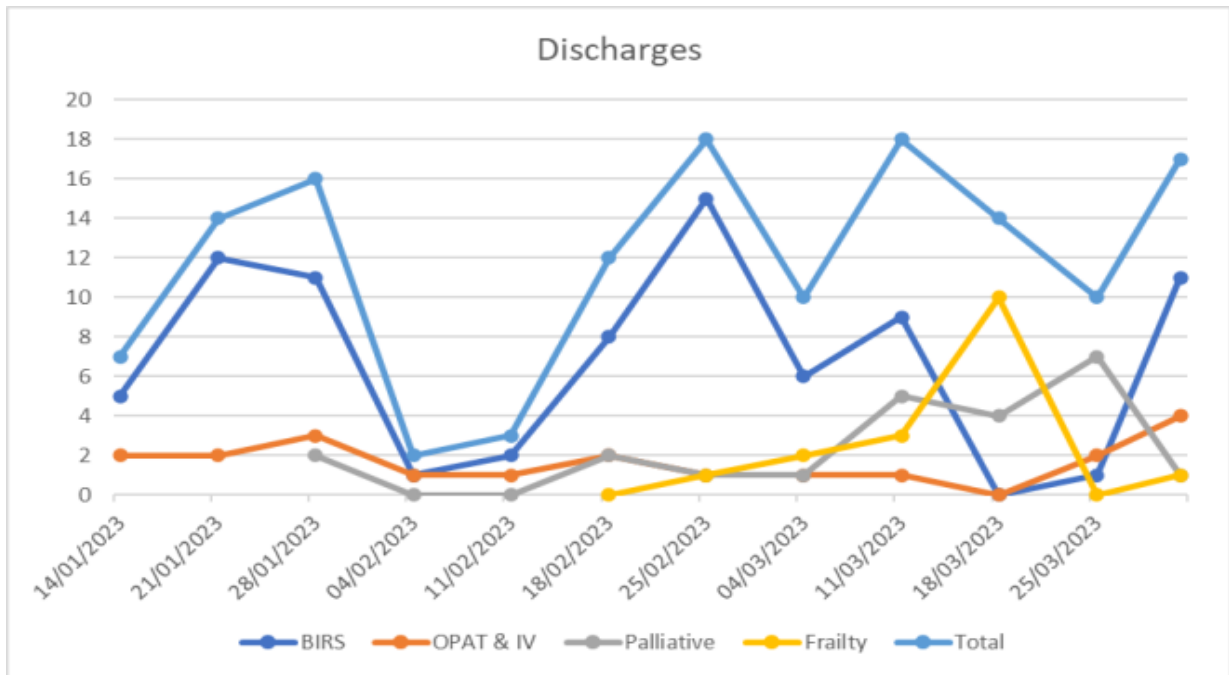
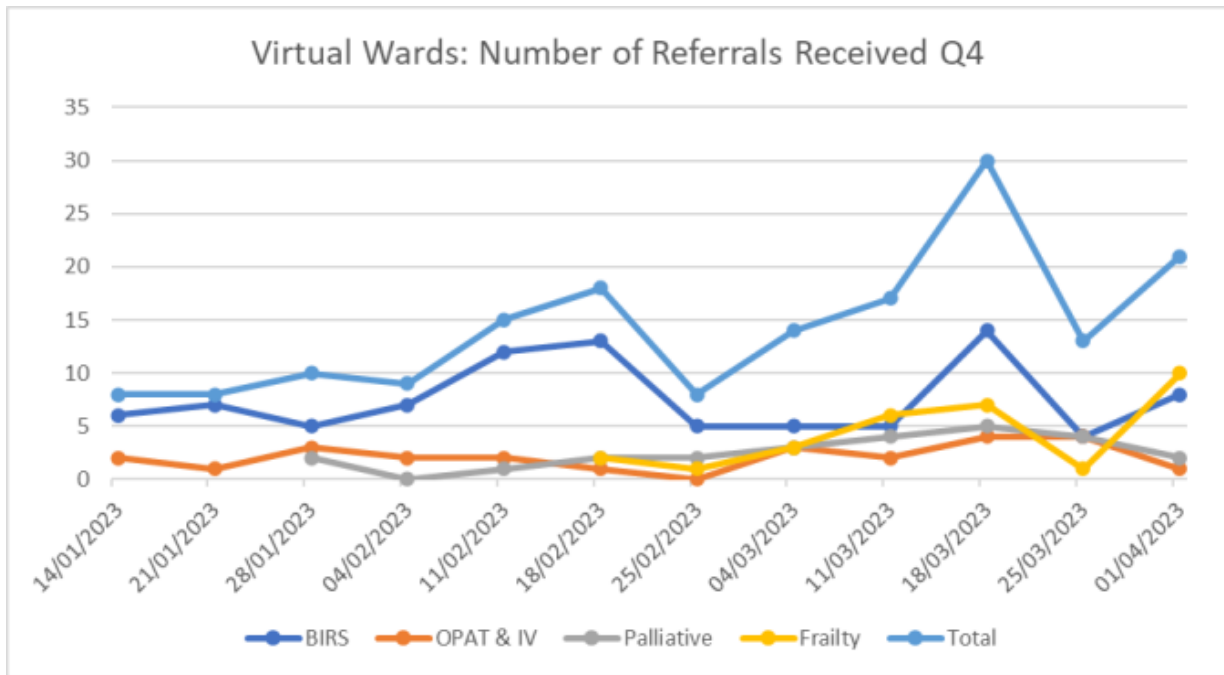
- **Same Day Emergency Care (SDEC) to take patients direct from GP practices Buckinghamshire NHS Trust** - Working closely with GP practices to enable direct referrals for patients from their GP to the Same Day Emergency Care service without having to wait in the Emergency Dept or elsewhere in the hospital, patients are treated and sent home without the need to be admitted.
- **Frailty at Front Door** - Developing and strengthening an existing small frailty front door team, by introducing two frailty GPs, as well as a community pharmacist, and four additional therapy/nursing staff with focus on admission avoidance for older people who require a holistic assessment and personalised care plan and maximise the use of the Frailty SDEC pathway. The frailty GPs linked in with the Urgent Care Response team to support the co-ordination of care with interventions and support to promote independence.
- **HomeLink Healthcare** - Pilot services of HomeLink Healthcare to support the transition from hospital to home-based care by stopping people being admitted to hospital and enabling others to come home more quickly. Providing expert nursing and therapeutic care in the home, to complement and enhance existing hospital-based patient services.

Winter Schemes in Place – Winter Funded Schemes (3 of 6) – Virtual Wards

A number of schemes were funded and in place across the Winter period including:

- **Virtual Wards (Hospital at Home)** - Across Buckinghamshire we have established 50 virtual ward beds to help manage and maintain patients in their own home. The beds help ensure patients can stay in their own home and be able to have acute physician care without having to be admitted to the hospital.

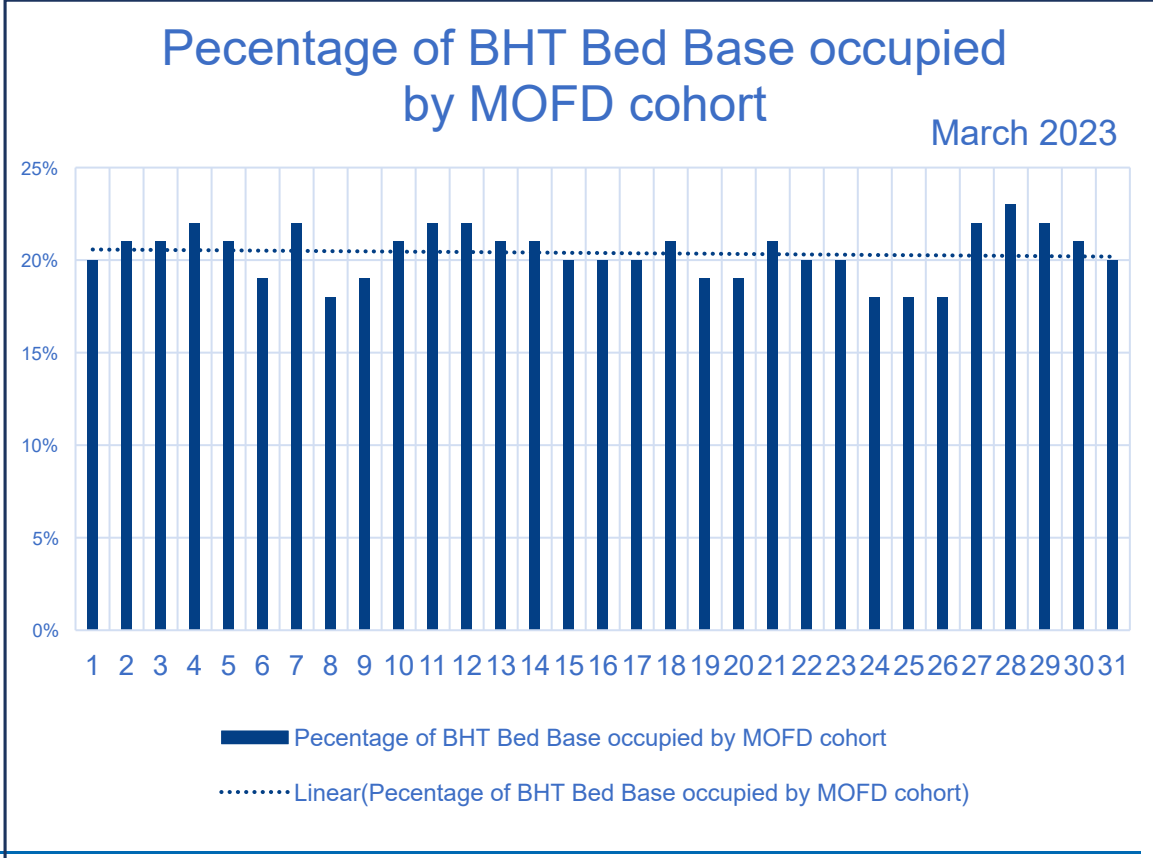
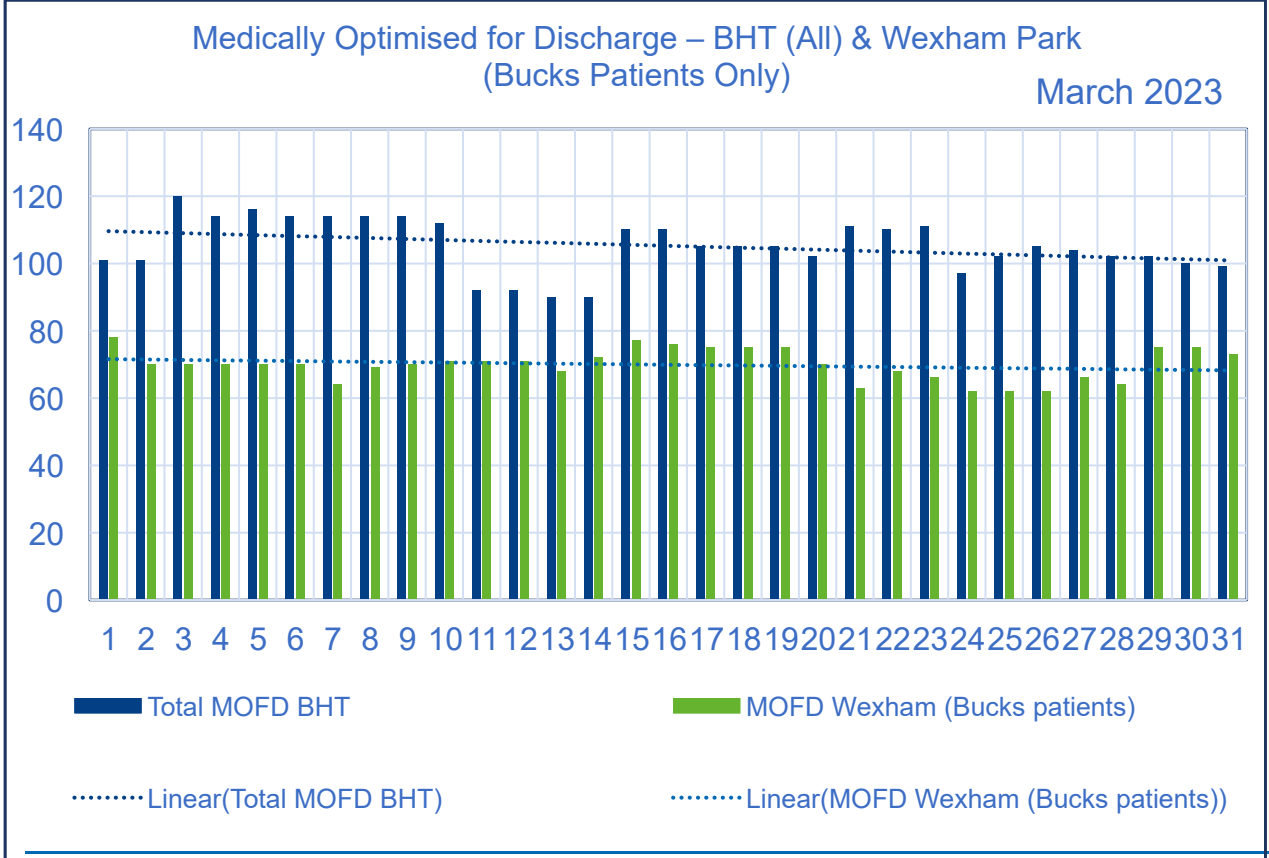
The charts below highlights the number of referrals and discharges across the Winter period into and discharged from the Buckinghamshire Virtual Ward:



Winter Schemes in Place – Winter Funded Schemes (4 of 6) - MOFD

A number of schemes were aimed to help reduce those patients in hospital who are Medically Fit for Discharge (MOFD) who require onward support in their own home. An integrated approach across Bucks Council, the Integrated Care Board and the Acute Trust this winter helped to manage our medically fit patients.

The graphs below highlight the number of patients deemed medically fit for discharge over the winter period broken down by those Buckinghamshire patients in Buckinghamshire Healthcare Trust sites or Wexham Park Hospital:

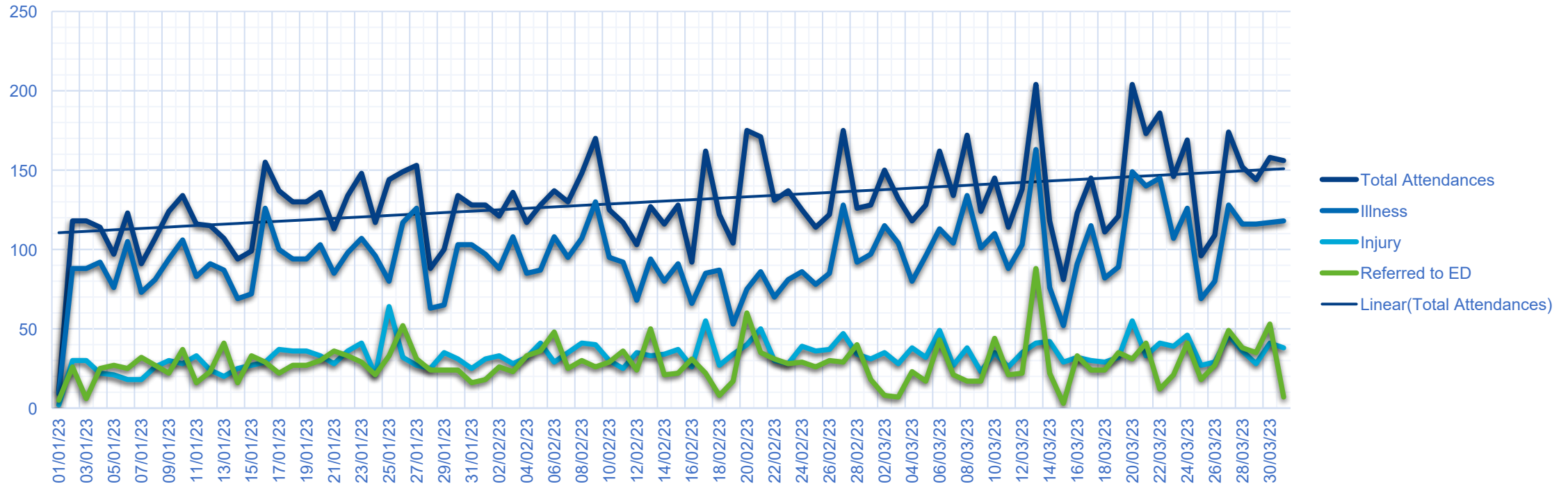


Winter Schemes in Place – Winter Funded Schemes (5 of 6) - UTC

A number of schemes were funded and in place across the Winter period including:

- **Fully operational Urgent Treatment Centre (UTC) Pathway at Stoke Mandeville Hospital.** - Urgent Treatment Centre Pathway at Stoke Mandeville Hospital enables patients who self-present to be clinically streamed into a pathway where they will be seen and treated for primary care and minor injury / illness presentations. This service runs from 8am to 8pm 7 days a week. Improvements are being made over the coming weeks with the aim to extend the hours of operation if possible

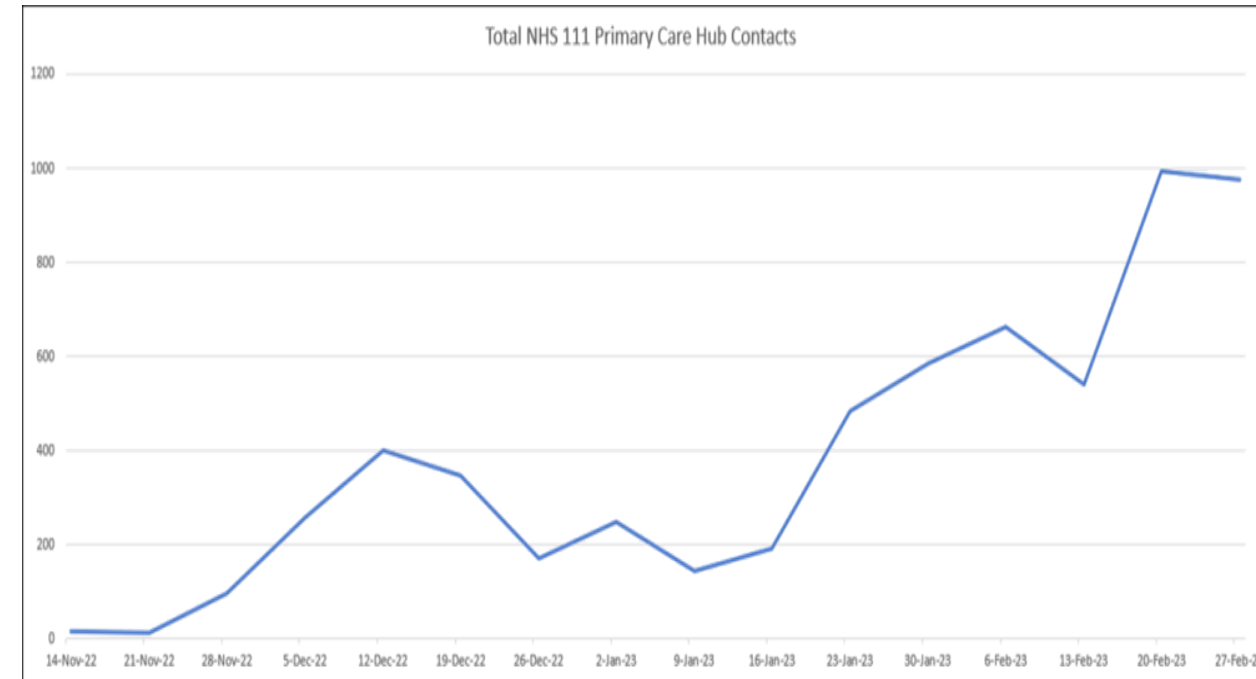
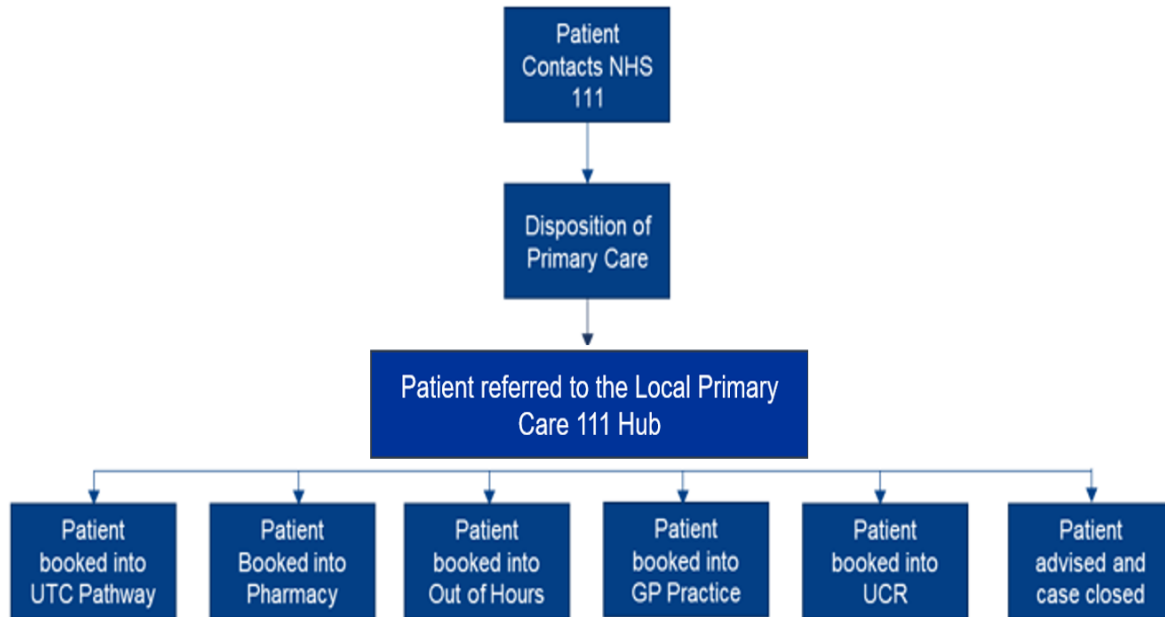
UTC Activity January - March 2023 (Stoke Mandeville)



Winter Schemes in Place – Winter Funded Schemes (6 of 6) – 111 CAS

A number of schemes were funded and in place across the Winter period including:

- **Primary Care 111 Clinical Assessment Service** - Buckinghamshire UEC Team worked with GP practices, LMC and PCN Partners to help reduce demand from 111 by setting up a Clinical Assessment Service Hub where all calls from 111 that have resulted in a 'Primary Care disposition' were sent to the Buckinghamshire Clinical Assessment Team ran by FedBucks where a clinical team will triage the patient. The pathway below highlights the flow of care for the patient and the graph highlights the number of contacts sent through to the CAS:



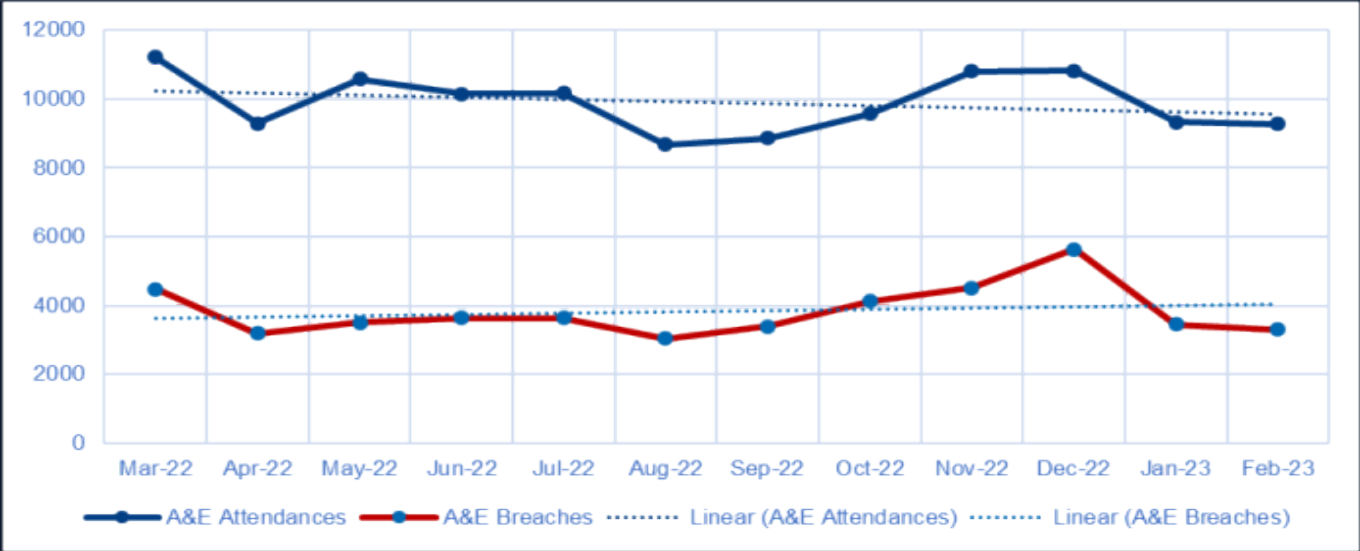
70% of all 111 referrals sent to the Clinical Assessment Service were dealt with outside of the GP Practice.

Social Care Winter Highlights

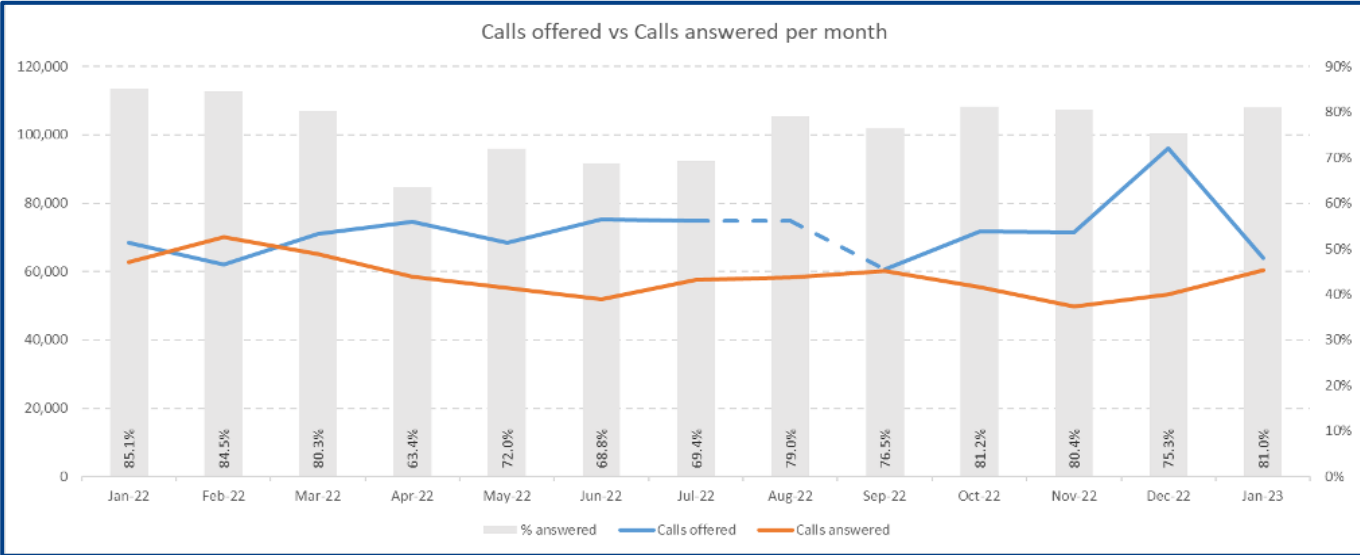
- Sourced new home care providers to meet demand from hospital discharge
- Provided weekend working for sourcing care to support hospital discharge
- As an ASC system we reduced the number of people placed in temporary care beds post hospital discharge
- Hospital Social Work teams have supported an increase in the number of discharges made directly from hospital to long term care and support.
- *The Home Independence Team have supported 340 new clients between November 2022 and March 2023.*
- *The 7 day hospital social work team have supported timely discharge.*

What did not go so well

We saw consistent high demands and higher acuity in ED attendances (the graph to the right highlights the ED attendances at Stoke Mandeville Hospital and ED 4-hour target breaches).



Strep A concerns saw unprecedented demand in all UEC services (the graph to the right highlights the number of calls into 111 highlighting the spike in December).



Industrial Action across multiple health partners impacted on workforce.

Summary of Winter 2022 / 23

The Buckinghamshire System saw a challenging winter across all of our services that was exacerbated by factors that were not considered. The Strep A coverage resulted in unprecedented demands across all health and care partners. The Bucks system stood up an Incident Management Structure and worked closely together to support this including Primary Care, Public Health, Community Pharmacists, Acute and Community and Social Care.

The Industrial Action also added further complexities to managing the surges across the winter period. All partners across Buckinghamshire came together to manage this to mitigate any risks.

Via the Buckinghamshire Urgent and Emergency Care Board we will take learnings from this winter to help improve the next one and to help work in partnership to manage anticipated and unanticipated surges.

Questions?

