

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Slough Wellbeing Board

**DATE:** Wednesday 13<sup>th</sup> November 2013

**CONTACT OFFICER:** David Williams, Director of Strategy and Development, Slough CCG.

**(For all Enquiries)** (01753) 63 6840

**WARD(S):** ALL

**PART I**

**FOR INFORMATION**

**WINTER PLAN PROPOSALS: DETAILED FOLLOW UP REPORT FROM  
SEPTEMBER 2013**

1. **Purpose of Report**

The East Berkshire health and social care system has received £6.644m from NHS England to enhance capacity in the urgent and emergency care system over the 2013 winter period.

The local health system has been under considerable strain since September 2013 with rising ambulance and A&E attendances and hospital admissions and a shortfall in acute and community capacity.

As a result, Wexham Park Hospital has failed to achieve the NHS Constitution standard of 95% of patients seen within four hours of arrival in A&E.

In June 2013 an Urgent Care Programme Group with representation across CCGs, community, ambulance and unitary authority approved an A&E Recovery and Improvement Plan to improve performance and is continuing to monitor delivery.

In July 2013 Wexham Park achieved the 95% standard for the first time since September 2012.

It has been acknowledged that additional community and acute capacity for the winter period is required to ensure effective, safe, quality services for patients.

This report updates on progress with the winter plan to ensure safe, effective urgent and emergency care services are provided to Slough residents over the winter period.

## 2. Recommendation(s)/Proposed Action

The Committee is requested to:-

**NOTE** the additional winter plan resources available to support Heatherwood and Wexham Park NHS Foundation Trust to provide safe, effective urgent and emergency services for Slough residents over the winter.

**NOTE** the programme and project management approach to delivering improvements in urgent and emergency care

**NOTE** progress in delivering additional capacity and support so far this year.

## 3. The Slough Joint Wellbeing Strategy, the JSNA and the Corporate Plan

The report reflects actions to meet a key NHS Constitution requirement to ensure 95% of patients can be seen in A&E at Wexham Park within four hours over the winter period.

The additional capacity in primary, community and acute care will support the Slough Wellbeing Board priorities for diabetes, cardiovascular disease, children's health, mental health and drugs and alcohol by ensuring additional capacity for urgent and emergency care services is available to patients over the winter period.

## 4. Other Implications

### (a) Financial

The Heatherwood and Wexham Park Winter Programme has a budget of £6,644,540. Projects are only just starting to be implemented within the three individual programmes and so there is no financial report to note this month. Work stream budgets are;

W1	Urgent Care access	£1,834,540
W2	Wexham Park patient flow	£3,470,000
W3	Supporting discharge	£1,340,000
<b>TOTAL</b>		<b>£6,644,540</b>

(b) Risk Management

The whole winter Programme is overseen by the East Berkshire Urgent Care Programme Group. This meets each month and any risks associated with the delivery of the programme.

Each of the three work streams has a working group of clinicians, Unitary Authority stakeholders and healthcare providers to monitor each programmes implementation, progress and spend against budget.

(c) Human Rights Act and Other Legal Implications

There are no human rights or other legal implications arising from this report.

(d) Equalities Impact

There are no equalities issues arising from this report.

5. **Supporting Information**

5.1 Considerable work is taking place to assure the safety and effectiveness of services throughout the winter period. The Urgent Care Programme Group, linked to Wexham Park Hospital is overseeing a comprehensive and detailed programme of work linked to an additional £6.64m of investment for this winter period. The whole system is working collaboratively and partners are signed up to deliver sustained and enhanced services for patients. The programme is running three work streams as detailed below.

**Urgent Care Access (Work stream 1)**

5.2 There is a whole programme of communications to patients and the public commencing in November. This will include mailshots, poster and media campaigns and a series of weekly stories on BBC Radio Berkshire led by senior clinicians.

5.3 There will be more urgent GP appointments available across the system, both in and out of hours. These will primarily be used by A&E and 111, in an innovative move to directly book patients in with a GP.

5.4 A pilot service to provide an urgent response to priority GP home visits in Slough will commence in November. This will focus on patients with an acute need who may otherwise be taken to hospital for assessment. The service will work closely with the patient's own GP practice.

5.5 Evening clinics in Slough, Windsor and Bracknell will have a focus on the needs of children who have a higher demand for GP appointments

in the early evening period, in an attempt to provide an alternative to A&E.

- 5.6 There will be more Community Matron and rapid access clinic (RACC) capacity which will extend in to the weekend. Transport to support these services has also been enhanced.
- 5.7 The Ambulance Service is increasing capacity in order to respond promptly to urgent requests from Primary Care to transport patients earlier in the day for investigation and assessment. The aim being to respond to patients needs more promptly and reduce unnecessary overnight stays in hospital. It is also increasing the amount of clinical advice in its despatch team in order to ensure that suitable patients can receive prompt support from other health services if this is appropriate.
- 5.8 Work with the NHS 111 team will ensure that the Directory of Services reflects the best local options for patients when call handlers are advising on outcomes of care for patients. This will particularly focus on optimising the use of Urgent Care Centres and the Minor Injuries Unit.
- 5.9 The flu campaign is being strengthened by offering vaccinations to front line staff in private care homes, to at risk patients in Long Term Conditions clinics at Wexham Park Hospital and by early vaccination of housebound patients.

#### **Patient Flow, Wexham Park Hospital (work stream 2)**

- 5.10 An extra ward was opened at the beginning of October 2013 to provide an additional 28 bed capacity over the winter period. Capital works in the A&E department are well underway with additional patient bays now available.
- 5.11 To date, in October the hospital is achieving 95% of patients being seen within four hours in A&E and it is expected that this will be maintained throughout the winter period. More consultants and senior nurses are being recruited to bolster A&E and the hospital is committed to expanding services across 7 days in terms of senior support and diagnostic capability.

#### **Discharge (work stream 3)**

- 5.12 There has been agreement across the whole system for a multi-disciplinary discharge team to be established. Comprising of social workers, snior nurses and therapy staff across community, social care and hospital staff the team will encourage swift discharge of patient s back into the community so that they can regain independence and mobility quickly following an acute hospital episode. The service will be operational from November 2013.

- 5.13 Additional capacity to support swifter discharges will be provided by each unitary authority supporting Wexham Park.
- 5.14 In addition to the three work streams, the CCGs have submitted a winter plan to the Thames Valley Area Team to provide assurance that the mechanisms are in place across the system to respond to any surge in demand over the winter. This includes information on escalation procedures, updates on 7 day working, progress with the flu campaign and detail of the communications campaign to patients and the public.

6. **Comments of Other Committees / Priority Delivery Groups (PDGs)**

Plans have been shared and approved by the Slough CCG Governing Body.

7. **Conclusion**

The Slough Wellbeing board is asked to note the complexity of this programme and the wide range of schemes and initiatives that are being implemented over the winter period to provide additional support for Slough residents.

The programme has carefully considered its approach to communications with patients and the public in order to gain support in managing their urgent care needs and optimising the awareness of the NHS 111 telephone advice services.

It has been equally mindful of the exit strategy due to the short term nature of some of the plans so as not to complicate matters for patients and the public.

Contingency plans are being proposed for those services that prove to be particularly successful in achieving their outcomes so that they should be considered for continued funding after March 2014.

8. **Appendices**

Winter Pressures Programme Report November 2013

**David Williams**  
**Director of Strategy and Development**  
**November 2013**