



Scrutiny Committee Report

Committee	POLICY AND SCRUTINY COMMITTEE FOR HEALTH AND SOCIAL CARE
Date	4 DECEMBER 2023
Title	WINTER PLAN
Report of	ISLE OF WIGHT DEPUTY PLACE DIRECTOR, HAMPSHIRE AND ISLE OF WIGHT INTEGRATED CARE BOAD

EXECUTIVE SUMMARY

1. The Policy and Scrutiny Committee for Health and Social Care is asked **to note** the content of this paper in relation to System Winter Planning.

RECOMMENDATION

2. This paper is for the Scrutiny Committee to note and discuss as necessary.

BACKGROUND

3. The Hampshire and Isle of Wight System (HIOW) has been under increasing pressure over the past decade. Over this period the headline measure of urgent & emergency care (UEC) performance, the A&E four-hour standard, has been deteriorating as activity has increased and hospital inpatient capacity has decreased or grown in an unplanned and unsustainable way at best.
4. Multiple and varied access points, inconsistent pathways - especially in and out of hours - and a lack of alternatives outside of the UEC pathway are impacting on patient behaviour and experience, whilst continued workforce and bed capacity challenges impact on services ability to deliver. As other elements of the urgent care system have changed in response to evolving clinical best practice e.g., Same Day Emergency Care or Think 111 First, the emergency department has remained as the one part of the system that the public recognise as always 'having the lights on'. In addition, pressures in our wider community, including those seen in social care, some exacerbated through the Covid pandemic, display at the back door, challenging discharge from acute settings and therefore demand.
5. In recent years there has been an increasing focus towards an integrated approach to Winter planning. This is in recognition that seasonal pressure is multi-faceted and requires a whole-System response and therefore planning and assurance cannot operate in isolation.

6. The pressures of the ongoing response to demand as well as challenging circumstances winter 23/24 could bring, requires a robust Winter Planning process with several specific aims:
 - To ensure that planning for the winter period is completed at all levels in good time, to ensure patient safety and quality of care is not compromised.
 - To ensure plans are integrated at a Local System level and that pressure and risk is spread across the System where possible, and not just focussed on one section of the care pathway.
 - To ensure that plans are robust and considered the “business-as-usual” seasonal pressures alongside emerging challenges and effectively balance these together.
 - The plan recognises pre-existing streams of planning / improvement activity, including the Elective and Urgent & Emergency Care Recovery Planning.
 - While winter pressure is predominantly most challenging in acute settings, and it is right that Urgent Care should lead the work, the Hampshire and IOW Winter Plan will cover the whole Care pathway within each Acute System & Provider Collaborative.
7. The Isle of Wight health and care system partners are all committed to continue to deliver safe, high-quality services for patients and the whole population at all times, including, but not limited to, ensuring patients are seen in the right place and right time, maintaining privacy and dignity at all times, ensuring care closer to home where possible and effective management of infection control.

Winter Plan

8. The winter planning document outlines the approach the Isle of Wight Local Delivery System (LDS) will undertake for managing Winter 2023/24 (covering period; November 2023 – March 2024 post Easter).
9. It is designed to ensure:
 - there are robust surge and system resilience arrangements in place seven days a week across the Isle of Wight; coordinated by a dedicated ‘Winter Team’ to manage any risks associated with overcrowding in the emergency department, ambulance handover delays and associated impact on the wider community and workforce challenges.
 - there is a single system escalation process in place where we are explicit with expectations for each organisation, particularly in periods of heightened escalation.
 - it builds on lessons identified from COVID through the ‘high impact changes’, previous winters and times of heightened system pressure.
 - The plan is a live document and will continue to develop throughout the early winter period as further information and guidance is received.
10. The Isle of Wight NHS Trust has run a two week long Rapid Improvement Event in November 2023 to pilot changes in internal process and to improve internal operating conditions as we head into the winter period. The learning from this is ongoing.
11. Plans are in place to utilise additional NHS winter funding should it be made available, worked up with all system partners involvement and prioritised according to anticipated impact and likely ability to implement at short notice.

12. The key Winter 'Campaigns' to support Seasonal Surges include;

- **Home for Christmas** A recalibration plan to achieve much reduced bed occupancy by Christmas Eve. With involvement from all key system stakeholders, the campaign will commence from Monday 18th December 2023.
- **Christmas & New Year Operating Plan** A collaborative set of actions designed to stabilise the System prior to the first week of January 2024. Maintaining bed occupancy trajectory of 92% and achieving optimal waiting times. During this week overall numbers of attendances are forecasted to be in the upper range of normal, with a spike in demand for ED, Out of Hours and 111 on the days following Christmas Day.
- **January Reset Operating Plan** January is predicted to be the most challenged period of demand surge. The System is preparing for increased pressure and the potential for System Partners to be declaring the highest escalation levels. There will be an additional set of surge actions to mitigate any potential risk to System deterioration.

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