

# **Barnet Health and Overview Scrutiny Committee**

## **Winter Planning 2018/19**

### **1. Executive Summary**

This paper provides an update to the Barnet Health and Overview Scrutiny Committee regarding the winter planning requirements for the Royal Free London (RFL) System 2018/19. The RFL Accident & Emergency (A&E) Delivery Board has overall responsibility for winter planning and systems resilience funding.

NHS England (NHSE) has indicated no additional funding will be available for winter planning this year, although in previous years CCGs have been required to bid for non-recurrent funding to support winter initiatives in-year. North Central London (NCL) Sustainability Transformation Partnership (STP) has therefore agreed that if funding does become available in-year through a bidding process, it will be targeted at mental health, and community services.

In addition to achievement of the national A&E waiting time target (95% of patients seen within 4 hours), the STP has also submitted plans to the regulatory body, setting out how each A&E Delivery Board is supporting operational resilience over the winter months. This plan is focused on the following:

- Demand management schemes in primary care that help to reduce attendances or redirect patients away from A&E with needs that could be managed by a GP
- Community services that help to avoid an emergency hospital admission
- Internal processes that improve ambulance handover times and patient flow within the hospital
- Discharge arrangements from hospital either home or to another care setting

To support winter planning and resilience across the system the following events have been organised:

- Winter Pressures – After Action Review 2017/18 and Winter Planning 2018/19. An event hosted by The Clinical Educational Professional Network (CEPN) aimed at Barnet GPs and their practice staff, including their community nursing staff on 27 September 2018
- A NCL multi-agency winter planning workshop on 9 October 2018, which will enable organisations to explore roles and responsibilities when dealing with an increase in winter related pressures, and the strategic and operational response to mitigate risks.
- Regulatory body has organised a winter workshop for London CCGs/Trusts on 23 October 2018 to promote national best practice implementation.
- Barnet CCG patient engagement event focused on urgent and emergency care – what services are available and how to access them on 22 November 2018.

## **2. Governance Arrangements**

The Chief Executive Officer of the Royal Free London NHS Trust (RFL) chairs the RFL A&E Delivery Board, which is responsible for ensuring that appropriate arrangements are in place to provide high quality and responsive services during Winter 2018/19.

The Board includes representatives from Barnet, Camden and Herts Valleys CCGs including GP clinical leads, Camden and Barnet Local Authorities, Central London Community Health Services, Camden Community Health Services, Barnet, Enfield and Haringey Mental Health Trust, The London Ambulance Service, NCL STP and North East London Commissioning Support Unit.

Beneath this Board, there are two Urgent and Emergency Care (UEC) Transformation Boards, that take forward and programme manage the transformation and operational requirements directed by the A&E Delivery Board.

## **3. Lessons Learnt From Winter 2017/18 - After Action Review**

Representatives from health, including primary and social care organisations came together in May 2018 to review how the Barnet/Royal Free London system managed over winter 2017/18 using the After Action Review (AAR) process. The following issues were identified:

- Improve communication with front line clinicians about the services that are available across health and social care that support urgent care - where to find the information and how to access services.
- Better information for the Public about alternatives to A&E.
- Ensure the escalation Framework is robust between the CCG and provider organisations.
- Identify the blocks and solutions to timely discharge ie discharge to assess, deep cleans, a pathway for managing non-weight bearing patients (patients who cannot weight bear on their legs).
- Workforce opportunities across providers - consider a shared approach to the recruitment and supply of certain staff groups, e.g. Occupational Therapists, Health Care Assistants.

### **3.1 What has happened since the Review?**

#### **Communications**

- A winter communications and outreach plan has been developed to ensure that front-line provider staff are aware of what urgent and community services are available in Barnet.
- The system will be supporting the 'Stay well this Winter' Campaign to prevent emergency admissions – awaiting details.
- Reviewing and updating current sources of public communication regarding UEC services including tweets, websites and links to stakeholder web pages.
- Working collaboratively with the communication teams from the Royal Free London, Central London Community Health Services and the London Borough of Barnet to ensure consistent messages across organisations.
- Meeting arranged with Barnet Healthwatch to agree approach to public and patient messaging.

#### **Discharge**

- Agreement that non-weight bearing patients who require a stay in hospital will be discharged to Adams Ward at Finchley Memorial Community Hospital.
- The CCG is considering options for supporting non-weight-bearing patients to go home with community therapy and enablement support.
- London Borough of Barnet (LBB) Adult Social Care is re-procuring the contract for deep cleaning to support timely discharge.
- Continue to embed discharge to assess (D2A – supporting patients to go home earlier with clinical and social care support).
- Development and Implementation of the NCL Choice Policy.

#### **Escalation**

- There is an escalation process that is well embedded across NCL Providers, including social care led, by the NELCSU Surge Team who coordinate the process across all health and social care providers within NCL.
- RFL has reviewed its Operating Pressures Escalation Scores (OPEL) – the triggers and actions taken by Trusts when there are significant pressures within A&E.
- The escalation process between Barnet CCG and NELCSU Surge team has been updated and a new NCL Mental Health escalation protocol produced.
- The CCG continues with daily, and weekly delayed transfers of care calls with Barnet and Royal Free Hospitals and Central London Community Health services to monitor patient flow pressures in hospital beds.

#### **Workforce**

- A workforce workstream will be included in UEC Transformation Plans for both Barnet and Royal Free Hospitals
- The NCL UEC Board has prioritised Workforce as a key priority with renewed focus on the standardisation of clinical pay rates across, particularly across Urgent Care Centre's, Out of Hours Services and GP Extended Access services (provision of additional GP appointments in the evenings and weekends)

#### 4. Local System Priorities for 2018/19

RFL are currently on track to meet 95% performance by March 2019. Performance in August 2018 was 91% against a trajectory of 90%, but the urgent and emergency care system is under pressure and these pressures are likely to increase during the winter months.

The Royal Free London Trust System partners have developed transformation plans for both hospital sites that outline the initiatives being undertaken to support improved A&E performance as well as increasing resilience in preparation for winter. The key workstreams include demand management, hospital flow and multi-agency discharge work, with progress against plans overseen by the Urgent and Emergency Care Transformation Boards.

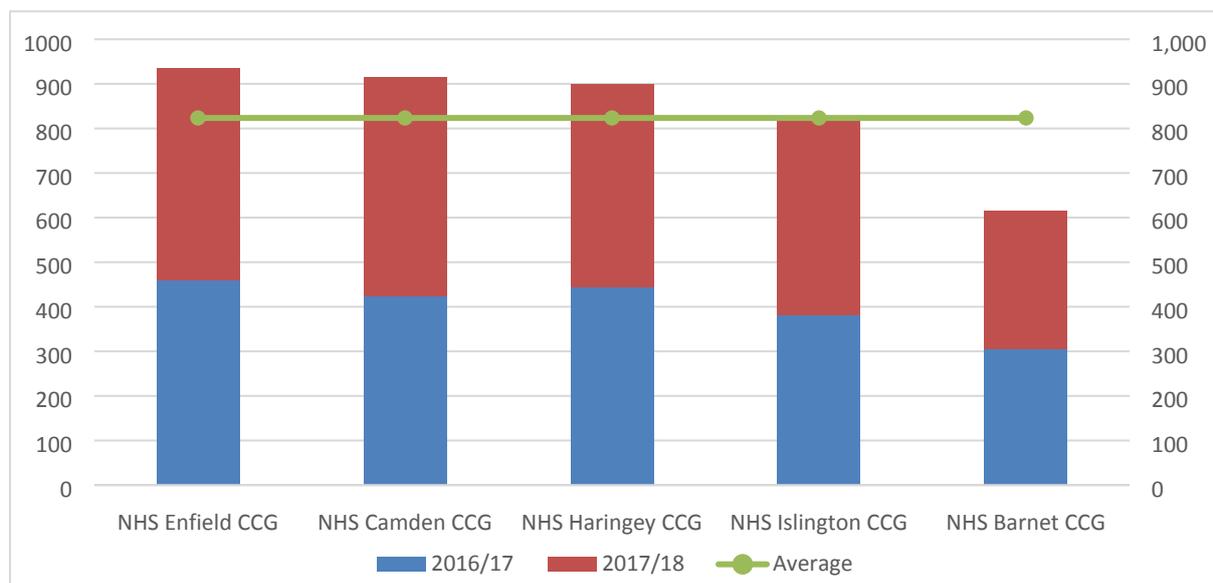
#### 5. Walk-in Centres (WICs)

Barnet CCG commissions Central London Community Health Services to provide the Finchley and Edgware WICs. Both these services are located within Community Hospitals.

Both Walk-in Services are open 8am to 10pm 7 days a week 365 days a year and offer X-ray and minor injuries facilities.

The majority of attendances (72%) at Finchley WIC are from Barnet patients. However, in the Edgware WIC only 54% of attendances are from Barnet. The location of Edgware WIC on the borders of both Harrow and Brent, will explain the 30% attendances from these boroughs.

Both services are heavily utilised by Barnet patients that results in lower A&E attendances when compared to the other four NCL CCGs.



## **6. Primary Care – GP Extended Access Service (GPAS)**

Primary care plays a fundamental role in managing increasing demands over the winter period. The CCG has commissioned an additional forty-eight thousand additional appointments from the Barnet GP Federation, evening and weekends; the appointments are provided at GP Practice/Hub sites across Barnet. These additional appointments will help to reduce primary care related attendances at Barnet and Royal Free Hospital A&E Departments. Up to six thousands of these appointments have been ring-fenced specifically to support patients with primary care conditions who are redirected from NHS111 and Barnet and Royal Free Hospital ED Departments.

## **7. NHS 111/integrated Urgent Care Service (IUC)**

The five North Central London CCGs (Barnet, Camden, Enfield, Haringey and Islington) jointly commissioned a single, NHS 111 Integrated Urgent Care service (IUC) for their collective population in October 2016. The service which is provided by London & Central West Unscheduled Care Collaborative (LCW) combines 111 and GP out-of-hours' services into a single integrated service operating a "clinical hub" with GP's, nurses, and pharmacists, to offer direct access to assessment by a clinician, and a broader range of options for advice and treatment. NHS 111 is available 24 hours a day, 7 days a week, 365 days a year.

In 2017, NCL CCG's commissioned additional GP clinical assessments within the IUC service, to manage the demand from the new direct telephone lines, which were, introduced, which allow London Ambulance Service, Care Homes and Community Providers to speak directly to a GP within the IUC service. NHS 111 can now book a direct GP appointment with the Barnet GP Extended Access Service (GPAS), and into other Extended Access Services across NCL.

## **8. Mental Health**

Currently there are a range of different services in place to support adults and children who present in urgent and emergency care settings (UEC) with mental health illness, as well as a range of mental health support services outside of UEC settings aimed at preventing avoidable admissions. These services include support via GPs, primary care link workers, the Network (social care), the Wellbeing Hub, community mental health teams, crisis resolution home treatment teams, and psychiatric liaison services. There is a particular focus on strengthening the psychiatric liaison services at both hospital sites. NCL CCGs have also implemented a pathway between their mental health providers and NHS111, which allows patients with mental health crisis to be transferred to a dedicated telephone line.

## **9. Healthcare Worker Flu Vaccination Programme 2018/19**

Acute and Community Trusts are required to vaccinate front-line staff as part of the national flu programme to ensure they are protected and therefore reduce the risk of passing on the virus to vulnerable patients, staff and to family members. NHSE has confirmed that it will continue the social workers flu vaccine scheme, and will encourage staff in care homes, nursing homes and hospices to go to their GP or pharmacy for vaccination. The CCG will offer the vaccination to all their staff.

## **10. Communications – Winter 2018/19**

### **The key messages the RFL System will seek to communicate are:**

- Local NHS services are expected to be extremely busy this winter, which will increase pressure on urgent and emergency services.
- Local residents are urged to consider which services would help them receive the most appropriate care. This includes pharmacy services, GP appointments, local walk-in centres and NHS 111.
- The public can help the local health and care system to cope with winter pressures by taking steps to keep themselves well, such as taking up the flu jab when offered and seeking help at the first sign of illness.
- Prompt discharge from hospital is an especially high priority for the local health and care system and people can support this by making sure that family/friends in hospital, are helped to return home as soon as they are fit and able to do so.
- The CCG is spearheading local efforts to increase capacity and options for local patients this winter, including additional GP appointments at evenings and weekend seven days a week.