

Trust Winter Plan 22/23

Appendix B

Master

Executive Summary - Winter Plan

The Trust wide Winter Plan sets out the organisations arrangements for the winter period. The plan sits as part of the wider Dorset system plan.

Winter is going to be challenging for health and social care organisations. Winter is not an emergency or considered an unusual event, but recognised as a period of increased pressure due to demand both in the clinical acuity of the patients and the capacity demands on resources within the trust. In addition, the winter period often brings with it other events such as Covid, infectious diseases including Norovirus and there is the risk of the onset of the unusual such as pandemic flu. Each year, all sites experience increased pressure in patient flow. The Trusts winter plan focusses on four main areas:

Leading well including escalation process

- Working together across Health & Social care

Looking after our people & patients

- Support the health and wellbeing for our people. If we don't look after ourselves, and each other, we cannot deliver safe, high-quality care
- Utilising our workforce well to be able to deliver the plans and make sure we are the place of choice for those seeking work in the NHS
- Have robust plans in place to deal with an increase in COVID-19 patients who require hospital treatment and support those recovering at home

Creating the capacity to meet the demand

- Extend hospital front-door that sees ambulatory pathways materially reduce admission rates SDEC and Virtual wards. Better for patients and effective use of acute capacity
- Making sure that people are only in hospital when they need to be and ensuring discharges are planned well with our partners
- Maintaining emergency surgery and ensuring as little disruption as possible to routine operations
- Making sure that people who come to the A&E departments are seen quickly and by a specialist in a timely way

Communication Plan -

- Preparing our people and communities
- Supporting our patients to understand when and what services to access NHS services and when to self-care

Approach taken in preparing for Winter 2022

- **Winter Forum** (Mondays) - Tactical level **Engagement** across Care Groups
- Using **lessons learnt from Winter 2021** to help inform decisions on what would be required this winter
- **Capacity Planning** so we can understand when we will need more capacity and when the likely peaks will be to help us determine when and where extra support will be required
- **Bid for additional** internal winter capacity schemes
- Reviewed and consider the **importance of staff well being**
- Ensure **everyone involved in the plans** including the Trust, Local Authority, who provide social care and reablement and those that commission health services (CCG), volunteers and the voluntary sector
- **Reviewed Policies and Procedures**
 - Updated UHD Capacity and Flow Policy
 - Updated Escalation Bed Policy /Revamped Action cards
 - Review of the Operational Pressures Escalation Levels (OPEL) triggers
 - Updating the IPC bed plan to factor in Flu and Covid escalations
- Care Group **specific plans** being worked up

4 Key Aspects



Leading well



Looking after our people & patients



Creating the capacity to meet the demand



Communication Plan – Preparing our people and communities

Winter NHS: Leading together

- Working together across Health & Social care to get the best outcomes for our patients to prevent unnecessary hospital admissions.
- Care for yourself while we look after our people Support the health and wellbeing for our people.
- Together safely and effectively manage the pressures during the winter period
- Be brilliant at getting the basics done well and be ruthlessly consistent in all that we do
- Agreement on our priorities and clarity on roles and responsibilities
- Spend less time reporting, more time understanding the problem and applying a solution



Winter Plan – People Wellbeing

Building Healthy Working Lives



The Building Healthy Working Lives Strategic Framework was developed based on Maslow with a tiered approach to support staff; this will continue alongside the Winter Offer.



Winter Plan – People Wellbeing

Winter information booklet for managers and staff

This will be a easy to read information pack for all line managers to help signpost and navigate all the various resources available. Aim to deliver October

Wellbeing Conversation,

Cardiology piloting template, although appraisal does provide similar opportunity, Aim to deliver November

Face to face support - OD continue to respond to many 121 requests for resilience support, usually orientated around self-care, signposting and a 'safe space' to share concerns.

Wellbeing Ambassador Programme,

Tracy Mack-Nava leading a joint development programme with colleagues, ongoing

Mental Health First Aid – MHFA

Many departments now have MHF Aiders, refresher training and CPD coming soon

See additional slides for:

- **Financial Wellbeing Support and Food & Hydration**
- **Psychological Support and Counselling Service** - Support for staff with stress / mental health symptoms and/or difficulties that affect their wellbeing at work.
- **UHD Responder** - By pooling our interventions together a complete offer can be applied to specific needs, see later slide. Communication prior to October school half-term
- **Recognising Staff** - Various means of saying thankyou
- **You Matter Wellbeing Pages**

Winter Plan – Coordinated Response

Coordinated Response.

This single point of access has been running for a number of months now involving members of the OD team who are TRiM coordinators and Lorin Taranis, Clinical Psychologist. It provides urgent triage and support to staff / teams with acute stressors and / or concerns following an incident (TRiM). This support, where appropriate, also ensures staff can be 'fast tracked' through supported self-referral to our...

Psychological Support and Counselling Service (PSCS) and / or OH

In addition, PSC now has a trauma pathway for staff offering Rewind Trauma Therapy. Feedback on the SPA has been very positive with evidence to date showing that it can reduce the risk of staff going off sick following an incident at work. This approach has also sparked interest externally in the form of a request for an NHS Employers Case Study, and a request to broaden the service beyond UHD. Data from the trauma pathway is being collected for research with the aim to publish as a study. Sleep Station have agreed a unique referral pathway for staff with trauma/PTSD with data being collected for potential publication

Coordinated Support coordinated.support@uhd.nhs.uk

Next steps: Investment case for creating a permanent Psychological Support and Counselling Service

We are **caring** **one team** **listening to understand** **open and honest** **always improving** **inclusive**

Winter Plan – UHD Responder

Supporting staff required to move departments;

UHD Responder - in 2021 we identified and recognised staff responding to the request to move departments as 'UHD Responder' we provided arm bands, and a pocket sized information booklet as part of their orientation

Clear communication – an engaged and agile workforce is dependant on clear and timely communication, informing staff of what we know and what we don't know

Visible leadership and managed process – leaders at all levels need to be visible especially when we are busy, when staff are asked to move they need appropriate support from their new department and from the existing department [buddies and orientation]

Pro-active wellbeing support – information and support is available 24-7, managers are instrumental in signposting their staff to the various support mechanisms, [access is now available to wellbeing coaching]

Food and hydration – staff joining busy wards often report lack of hydration and available breaks, this needs to be managed, tactical teams will need to identify areas requiring intervention

Coordinated response – Coordinated Support providing a single point of access for all urgent Team support, and an organised and integrated support response to include TRiM, MHFA, PNA and/or referral to the UHD Psychological Support and Counselling Service.

Coordinated Support coordinated.support@uhd.nhs.uk

Supporting Staff: Winter



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Winter Plan – You Matter Wellbeing Pages

Using the Wellbeing Pages - Intranet



For info; there will soon be a new Coordinated Response Email to access incident support/ eg TRiM

Support for Staff
Emotional Wellbeing and Mental Health Support

Urgent or Emergency Support
If you are feeling extremely distressed, despairing, or suicidal and need immediate support.
24 hours, 7 days a week

Dorset Connection
0800 682 0180
Crisis helpline for mental health advice and support. Also for friends or family members

Care first
0800 174 319
Confidential crisis support for all UHD staff

Samaritans
116 123
Crisis support for anyone in emotional distress, struggling to cope, feeling suicidal.

shout
85258
Free, confidential, anonymous text support service. Text the word 'SHOUT' to 85258.

Contact Your GP
Phone your GP Surgery or call 111
Request an emergency appointment

Stay Alive
Suicide prevention app containing information and tools to help you stay safe in crisis.
<https://www.stayaliveapp.com>

We are caring one team listening to understand open and honest always improving inclusive

[staff-support.pdf \(uhd.nhs.uk\)](https://uhd.nhs.uk/staff-support.pdf)

follow link for complete document

Winter Plan – Financial Support, Food & Hydration

Financial Wellbeing



UHD Staff Financial Wellbeing Confidential Support

University Hospitals Dorset NHS Foundation Trust



Money Helper

Impartial guidance on debts, credit questions, including free budget planning tool, managing your money in uncertain times, cost of living support organisations

www.moneyhelper.org.uk/en NHS Telephone Support: **0800 448 0826** WhatsApp: **07701342744**

Salary Finance

The G.U.I.D.E - how to navigate increasing costs of living including a financial fitness calculator, NHS loans and salary advances.

Regular webinars www.uhd.salaryfinance.com/finwellbeinghub

Let's Talk Money

Advice and support about debts, rent arrears, claiming benefits or general finance support, budgeting tool via the Citizens Advice service

www.citizensadvicebcp.org.uk/campaigns/letstalkmoney

Telephone support: **01202 985104**

Access to Food Map

Support if you are struggling to pay for food. Details of how to confidentially access food banks locally using a new BCP app

www.bcpaccesstofoodmap.v88.co.uk and how to request a voucher for www.bcpccouncil.gov.uk/News/News-Features/

COVID-19/Support-if-you-are-self-isolating-or-clinically-vulnerable/Food-support/Support-if-you-are-struggling-to-pay-for-food.aspx

Our Dorset

The Our Dorset Health and Wellbeing service has financial wellbeing information including benefits, budget planning, rent arrears as well as access to free NHS financial wellbeing webinar videos

<https://joinourdorset.nhs.uk/wellbeing/financial-wellbeing>

BLUE LIGHT CARD

NHS staff can register online to benefit from national and local retailer discounts including days out, fashion, phones, holidays, gifts and more

www.bluelightcard.co.uk

COSTCO









NHS staff qualify to purchase individual membership to access discounts on groceries, electronics, home items online and in local warehouses

www.costco.co.uk

Please see UHD intranet pages for more Wellbeing support - search under W

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Food & Hydration

Monday	Half price hot drinks for NHS staff across hospital NHS catering outlet	
Tuesday	Soup and crusty roll £1.00	
Wednesday	Fresh Fruit & Veg Stand (Poole)	
Thursday	Fresh Fruit & Veg Stand (RBH)	
Friday	Soup and crusty roll £1.00	
Saturday	Half price hot drinks for NHS staff across Hospital NHS catering outlets	
Sunday	Soup and crusty roll £1.00	
Water hydration stations to be introduced		

Capacity plans

- Bed Gap of 120 beds across the system
- UHD winter internal plan will mitigate some capacity risks but is not sufficient to bridge the demand over winter
- Internal modelling is based at 92% capacity
- UHD average occupancy 97.1% (excluding escalation)
- Average MRFD position is 237 per day
- Epicell modelling indicates an uptick in Covid, impact of flu

In essence potentially short 42 beds at the peak in winter

NHS Dorset have been allocated £8.2m to reduce the 120-bed gap 8 schemes:

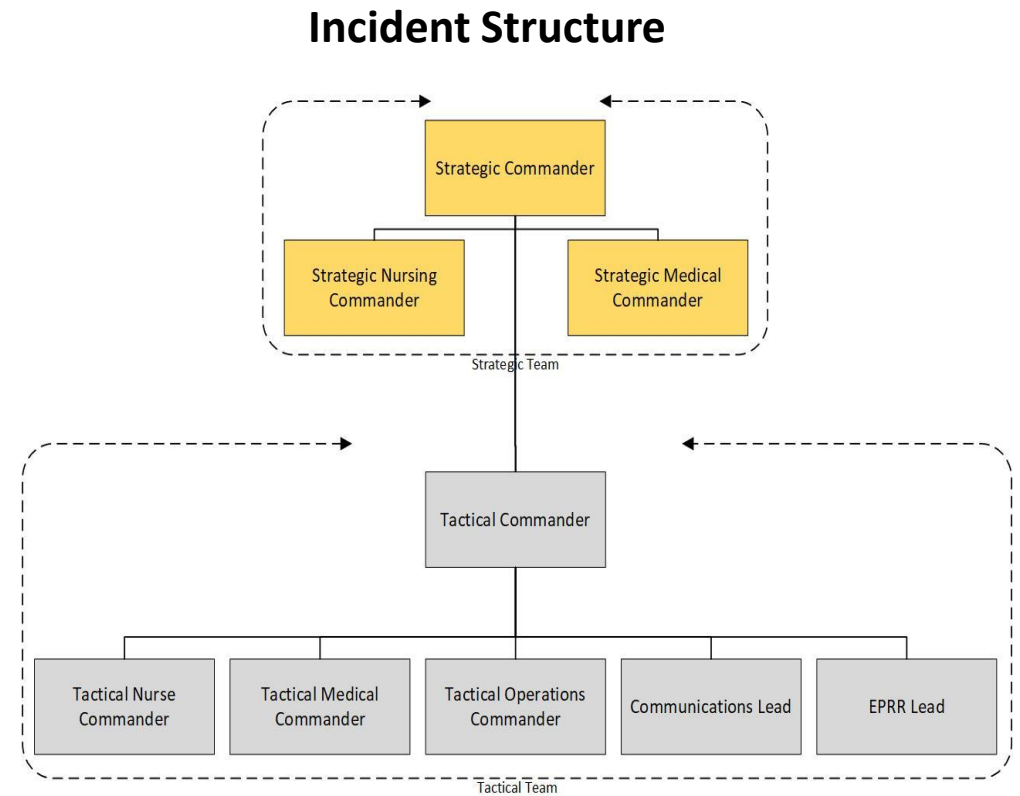
- **Scheme 1:** Expansion of discharge teams and discharge runners for 7-day service offer across acute hospitals, community hospitals, and Mental Health units. (10 beds)
- **Scheme 2:** Escalation Capacity above Core Bed Plan (35 beds and open early due to pressures)
- **Scheme 3:** Increase Same Day Emergency Care provision at all acute hospitals (24 beds)
- **Scheme 4:** Proposal for external service provider to manage cohorted patients in ED to support timely offloading & handover of ambulances (2 beds)
- **Scheme 5:** Continuation of resource into Intermediate Care Teams through expansion of unqualified staff and/or bridging domiciliary care capacity
- **Scheme 6a:** P2 Interim Step Down/Up Beds - Increase current offer at Reablement and Rehabilitation Centre in Bournemouth with reach support.
- **Scheme 6b:** Enhanced Reablement capacity through creative recruitment and enhanced rates
- **Scheme 7:** UHD Departure Lounge staffing from August 2022 until the end of the financial year (7 beds)
- **Scheme 8:** Adult Mental Health Step Down facility

Additional Actions

- Continue system Flow Fortnight with partners
- Recruitment to key positions – SDEC, Discharge Facilitators and winter beds
- Ensuring transport provision is able to support timely discharge
- Work up of the Virtual ward with partners
- Ongoing collaboration to improve brokerage response and self funding support
- Systemwide agreement and delivery of additional beds/care in the community for next 6 months
- Robust IPC plan to manage Flu/Covid and Paediatric RSV
- Final feedback of the Winter plan for agreement by the Board
- Continue to review position against bed modelling – ‘story of now’

Monitoring & Escalation

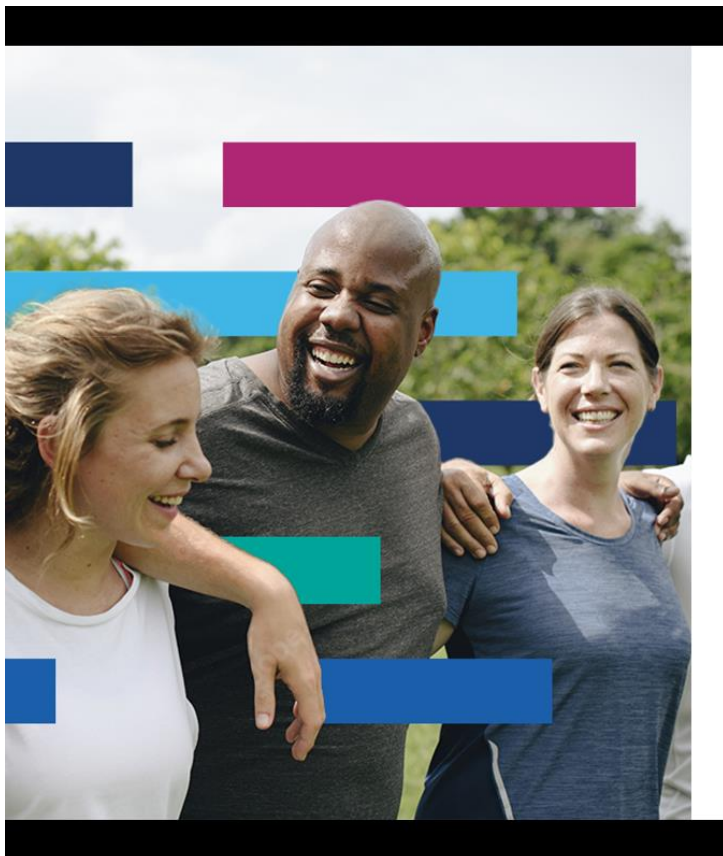
- Winter Forum (Mondays) - Tactical level
- 3 times daily joint Operational and Flow Safety Meetings (OFSMs)
- Director / General Manager on-call support through weekend forums. Matron support over the 7 day period
- Increasing SDEC capacity and pathways
- Hospital Flow Improvement Group
- ED Rapid Decompression plans
- Working through the UHD Full Capacity Protocol
- Internal escalation – Critical Incident / Business Continuity Incidents etc via Incident Command structure



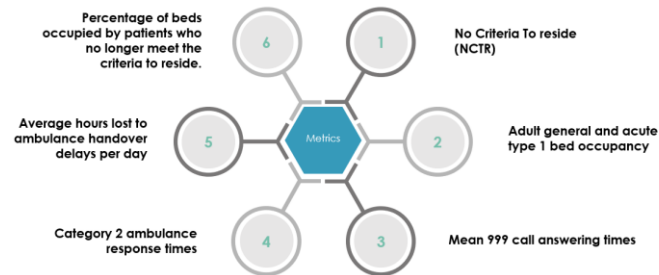
Communication Plan

Trigger	Internal messaging – all channels	External messaging/actions – all channels
OPEL 4	<ul style="list-style-type: none"> Pressures awareness Actions to take/actions taken Wellbeing/support 	Messaging: Please only attend hospitals in emergency Work with local/regional media Coordinate/share messaging with/from system partners
OPEL 3	<ul style="list-style-type: none"> Pressures awareness Actions to take/actions taken Wellbeing/support 	Messaging: Hospitals are busy – please consider alternatives Local/regional media Coordinate/share messaging with/from system partners
IPC alerts, eg Covid/noro	<ul style="list-style-type: none"> Criticality of observing the basics Contextual messaging 	Messaging: Responsible visiting Ward and visiting restrictions
Cold weather alerts	<ul style="list-style-type: none"> Staff actions/advice 	Messaging – keep well this winter/choose the right care Share partner messaging
Autumn/winter BAU	<ul style="list-style-type: none"> Staff vaccinations campaign Wellbeing/support Wellbeing information ward packs 	Messaging: Responsible visiting this winter , ie IPC guidance Work with local/regional media Proactive media liaison Share relevant messaging from Dorset system/national partners
Informed by NHS Winter Plan	Eg screensavers, Staff Bulletin, ad hoc all staff messages, UHD app, intranet, staff briefings, The Brief, posters, social media, website	Eg patient-facing screens, social media, local media, posters, website

ICS Winter Plan



6 Key Metrics in the Winter Letter



Winter Planning Arrangements



- On the 12th August 22, Amanda Pritchard, Julian Kelly and Sir David Sloman wrote to system and provider leaders setting out the expectations for winter preparedness from an operational perspective.
- This letter launched the new Board Assurance Framework along with core objectives and actions -
- The process is ICB led and the response will form a key summary of the systems winter plan

Core objectives and key actions for operational resilience

Our collective core objectives and actions are to:

- 1) Prepare for variants of COVID-19 and respiratory challenges, including an integrated COVID-19 and flu vaccination programme.
- 2) Increase capacity outside acute trusts, including the scaling up of additional roles in primary care and releasing annual funding to support mental health through the winter.
- 3) Increase resilience in NHS 111 and 999 services, through increasing the number of call handlers to 4.8k in 111 and 2.5k in 999.
- 4) Target Category 2 response times and ambulance handover delays, including improved utilisation of urgent community response and rapid response services, the new digital intelligent routing platform, and direct support to the most challenged trusts.
- 5) Reduce crowding in A&E departments and target the longest waits in ED, through improving use of the NHS directory of services, and increasing provision of same day emergency care and acute frailty services.
- 6) Reduce hospital occupancy, through increasing capacity by the equivalent of at least 7,000 general and acute beds, through a mix of new physical beds, virtual wards, and improvements elsewhere in the pathway.
- 7) Increase resilience in primary care, mental health, and community settings

- System Seasonal (Winter) planning
- Key Lines of Enquiry (KLOE) and BAF 2022/23
- 6 Key metrics to focus on across the system led by ICB