

Cheshire East Winter Plan Evaluation 2022 -2023

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Introduction

This presentation provides an evaluation and progress update on the 2022/23 Cheshire East System Winter Plan as follows:

- Joint system ambition and the plan (9 Winter priority areas. Urgent & emergency care objectives)
- Local System performance metrics
- What worked well. What could have gone better. Our joint system reflections and learning
- Winter Plan evaluation of investment funding
- Winter Plan Risk Profile
- Summary and next steps

Cheshire East Winter Plan Joint System Ambitions 2022/23

To meet a fluctuating demand and maintain flow with safe and responsive Health & Social Care services

Ability to access community provision unhampered by covid or other viral infections & Infection Prevention

To protect, expand and retain a healthy and resilient workforce

To support and improve access to Primary Care

To promote Self-Care and help our population to 'Choose Well' when contacting Health Care Services

To maximise the transformation momentum and current resources to construct a sustainable model of Home First delivery

Increased use of Voluntary Community Faith Sector

To attain performance recovery as agreed with NHSE/I and achieve favourably amongst Cheshire & Merseyside peers
A&E attendances reduced and no ambulance delays

High uptake in the Flu and COVID-19 vaccination boosters

Patients deemed to no longer meet the criteria to reside in hospital have clear exit and support routes out.

Robust governance and system oversight

National System Drivers

NHS England 9 Winter Priorities 2022-23

New variants of COVID-19 and respiratory challenges

Demand & Capacity

- Bed based resource
- Virtual wards
- High intensity user services
- Community 2 Hour response
- Primary Care
- Mental Health
- Cancer referrals
- Elective care

Discharge (reduce delays/LLOS)

Ambulance service performance

NHS 111 performance

Preventing avoidable admissions

Workforce

Data and performance management

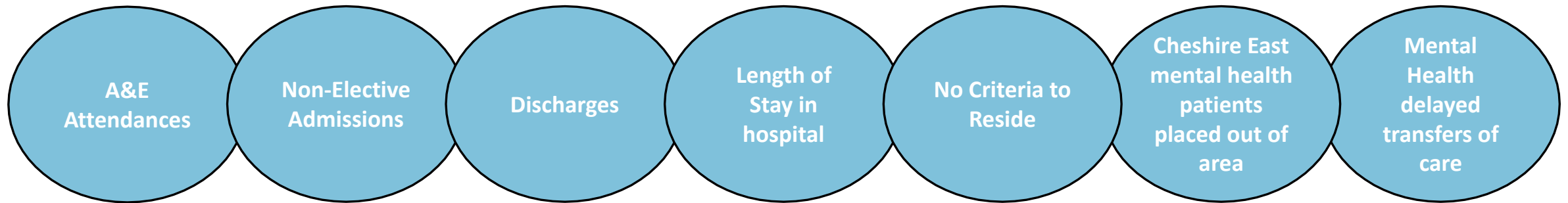
Communications

UEC Objectives

- 1 Prepare for variants of COVID 19 and respiratory challenges
- 2 Increase capacity outside acute trusts
- 3 Increase resilience in NHS111 and 999 services
- 4 Target category 2 response times and ambulance handover delays
- 5 Reduce crowding in A&E departments and target the longest waits in ED
- 6 Reduce hospital occupancy
- 7 Ensure timely discharge
- 8 Provide better support for people at home

Performance Metrics

Seven Key Local Performance Metrics



Appendix A – Details the additional winter schemes and the impact on performance

Transfer of Care Hub

The Winter plan has brought together a range of professionals and our communities including GPs, Nurses, Therapists, Social Care, third sector organisations into a single integrated Transfer of Care Hub working closely with, residents, families and carers

The functions of this integrated team are to:

- Prevent unnecessary or avoidable hospital admissions by working across the community and hospital
- Facilitate safe discharge from local hospitals in a timely manner to the most appropriate setting to meet people's needs and maintain their independence
- Design and build a person-centred support package in partnership with the person and their support circles.
- Ensure people are supported in the community post discharge to reduce readmissions
- Implement national guidance on discharge requirements



What Worked Well

Continuing to build good working relationships within the Cheshire East health and Care system. Inclusion and open communications with partners in health, care, the voluntary sector and Cheshire Police and Fire Services. Whole system plan and sign up from all partners. The outcome and evaluation is summarised below:

Cheshire East Urgent & Emergency Care Assurance Framework:

Preparing for Covid-19 variants/respiratory challenges

- guidance received and acted upon in a timely manner.
- Infection Prevention Control colleagues are part of the system wide partner escalation calls - risk assessing to unlock capacity when it is safe to do so

Aligning Demand & Capacity

- . Increased bed-based capacity. De-escalation of Ward 6 & business continuity escalation due to Racc planks
- Introduced the 2-hour crisis response to maximise referrals from the ambulance service
- Acute respiratory hubs Knutsford & Alsager
- Primary Care ARR's funding work plans in place to maximise recruitment

Workforce

- Clear alignment between hospital primary care and social care
- Alignment of care at home services to support transfer of care
- Maximisation of Care at home capacity through collaborative working
- Design of an infrastructure that provides daily operational contact between the identified service and agreed operational model in preparation for winter pressures.

What Worked Well continued...

Workforce continued

- Supported the development long term sustainable models of care
- General Nursing Assistants successful recruitment drive
- Community Connectors in place and present on ward rounds

Discharges

- Implementation of best practice interventions
- Expanded the use of one-off personal health budgets
- Extra interventions in place Routes rapid reablement service
- Daily escalation calls to review patients
- Mental Health crisis line
- NHS 111 Directory of Services – avoiding admissions
- Additional patient transport
- System Control Centre system calls

What could have gone better

- Timeliness of System planning
- Issues recruiting staff late start to the recruitment process
- Reliance on agency staff
- Viability of the external care at home market (Domiciliary Care)
- One single winter communications plan. Each organisation within the Cheshire East System developed a winter communication plan.
- Communication with Primary Care /care communities about the winter planning process
- Elective recovery due to capacity issues
- Weekend discharges (3rd Consultant and Transport funding ceased 31/03/23)
- Mental health Transport Safe and Secure gap in service
- Acute frailty alignment with the Reablement.

Our joint system reflections and learning

- Staff capacity to support change within identified timescales
- Seven-day service provision implications
- Workforce recruitment difficulties in recruiting alongside a growing and increasingly complex workload
- Non-Recurrent funding streams, not knowing how much funding will be available and when
- To work together on a joint systems Communication Plan
- The local system working together to agree how the Better Care Fund can be deployed to best effect
- The two Acute Trusts are working with national improvement experts to improve criteria led discharges and weekend discharge planning
- Development of virtual wards
- Cheshire East System focus is on all year-round operational resilience which is resource intensive

Winter Plan Risk Profile

Whilst mobilising the System Winter plan and enacting a number of additional Winter schemes that provided additional capacity, several wider system competing priorities and risks were managed at a system level during Winter as detailed below:

- Spikes of significant operational pressure across the system including problems in discharging patients to the most appropriate care setting alongside demands of covid and flu has seen hospital occupancy reach records levels and patient flow has therefore been slower
- Winter Planning and ongoing Assurance monitoring locally and regionally
- System recovery following Bank Holiday breaks and Strike action
- Return of Maternity Ward, East Cheshire Trust
- Raac Plank risks at Mid Cheshire Hospital Foundation Trust
- Responding to regional and national funding directives and producing capacity plans, monitoring spend and reporting on activity.
- Maintaining quality and safety provision for the people of Cheshire East.
- Workforce Challenges across the Health and Social Care system

All of the above additional system challenges continued to be effectively managed and priorities across the system which should be recognised as exemplary joint system partner working in achieving across our Integrated Care System in Cheshire East Place

Next Steps and Planning Time Table

		Months									
Planning Session	Date		Jul '23	Aug	Sept	Oct	Nov	Dec	Jan '24	Feb	Mar
Care Community Development session	Thursday 6 th July										
GP Confederation Call	Thursday 20 th July										
System Partner Winter Warm Up for Winter - A Joint Approach - System Intentions	Thursday 20 th July	<p>Meetings will include:</p> <p>Evaluation of the Cheshire East System Winter Pan 2022/23</p> <p>System partners what schemes are required for winter 2023/24 and the impact (although funding has not been confirmed we need to be prepared)</p> <p>System partner briefings about their internal winter planning</p> <p>Development plans for the 2023/24 Winter Plan</p>									
C/O develop and design the system Winter Plan 23-24	August 2023										
Monthly oversight system winter planning calls commence	Thursday 28 th September	To continue each month up to the end of March 2024.									

A&E attendances increased in January 2023 through to March 2023, with a combined average attendances at East Cheshire NHS Trust (ECT) & Mid Cheshire Hospitals Foundation Trust (MCHFT) of 4% lower in March 2023 compared to November 2022

Non-elective admissions at both ECT & MCHFT increased from February 2023 to March 2023. Compared to November 2022, in March 2023 MCHFT saw the same volume of non-elective admissions, while ECT saw 12% fewer.

Discharges By March 2023 the average total daily discharges at MCHFT returned to November 2022 levels, while at ECT average total daily discharges remain 15% lower in March 2023 compared to November 2022

Length of stay in hospital (21+ days) decreased from January 2023 to March 2023.

Patients with no criteria to reside in hospital ie medically optimised decreased from January 2023 to March 2023.

Cheshire East mental health patients placed out-of-area Increasing numbers of mental health patients placed out of the Cheshire East area. To note there has been a small decrease since February 2023 .

Mental Health Delayed Transfers of Care. The number of mental health delayed transfers of care for Cheshire East patients at CWP continues to increase, doubling from January 2023 to March 2023, but remaining below the numbers seen June-September 2022