

LOCAL URGENT CARE

Planning for and coping with winter pressures

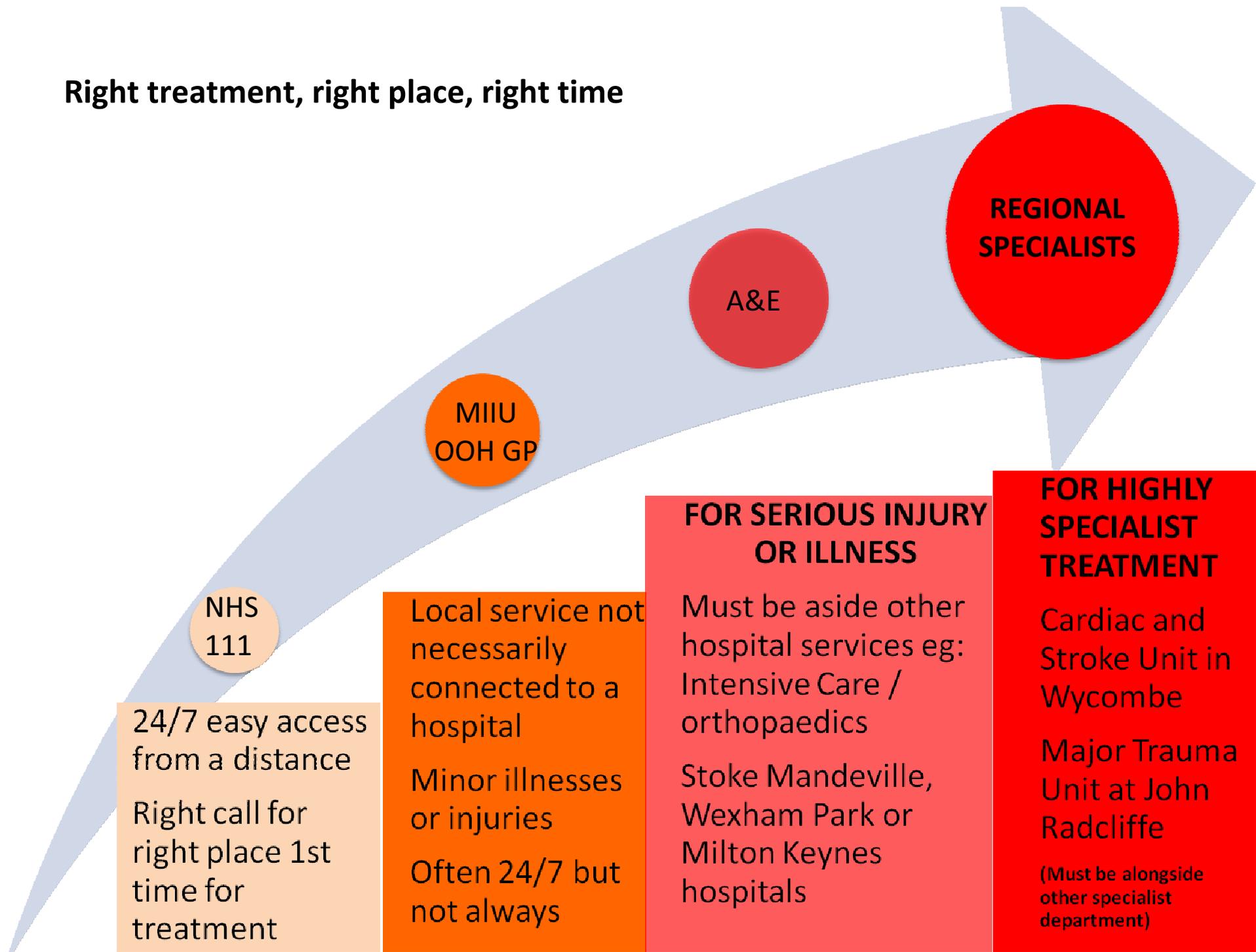
HASC March 2015

NHS Chiltern CCG, NHS Aylesbury Vale CCG, Buckinghamshire Healthcare NHS Trust,
South Central Ambulance Service NHS Foundation Trust, Bucks Urgent Care LLP

Preparing for winter

- A Systems Resilience Group is established and works throughout the year to make plans and preparations for dealing with **whole** system pressures.
- A specific communications group made up of representatives from partner agencies (including BCC) works alongside this group
- Ongoing partnership work to promote which service to use and when in order to receive the right treatment at the right time
- Publicity campaign entitled, 'Talk Before You Walk' launched in October to advise parents with young children where to go and when for the most common type of childhood illnesses for the time of year
- Preparations to manage this demand were better than previous years, due partly to 7 day working initiatives and Operational Resilience and Capacity Planning (ORCP) which have been implemented across health and social care.

Right treatment, right place, right time



NHS 111

24/7 easy access from a distance
Right call for right place 1st time for treatment

MIIU
OOH GP

Local service not necessarily connected to a hospital
Minor illnesses or injuries
Often 24/7 but not always

A&E

FOR SERIOUS INJURY OR ILLNESS
Must be aside other hospital services eg: Intensive Care / orthopaedics
Stoke Mandeville, Wexham Park or Milton Keynes hospitals

REGIONAL SPECIALISTS

FOR HIGHLY SPECIALIST TREATMENT
Cardiac and Stroke Unit in Wycombe
Major Trauma Unit at John Radcliffe
(Must be alongside other specialist department)

Demands experienced



- Nationally there has been a significant increase in the number of elderly people requiring health and social services, putting increased pressure on local health and social care from early December, which was higher than had been predicted
- During December there were about 7 percent more hospital admissions than normal, and this was higher than the number predicted by BHT by approximately 25 per week particularly in early December.
- These pressures led to patients waiting on trolleys in A&E for significant periods of time, ambulances queuing outside due to not being able to handover their patients and so longer response times of the ambulance service to patients in the community dialling 999
- To mitigate the effects of this situation on patients, the CCG director on call escalated the whole system to black status on 16 December. This is the highest possible status
- This ensured all health and social care staff focused resources on mitigating the effects and triggering additional staff and bed capacity

What we did operationally

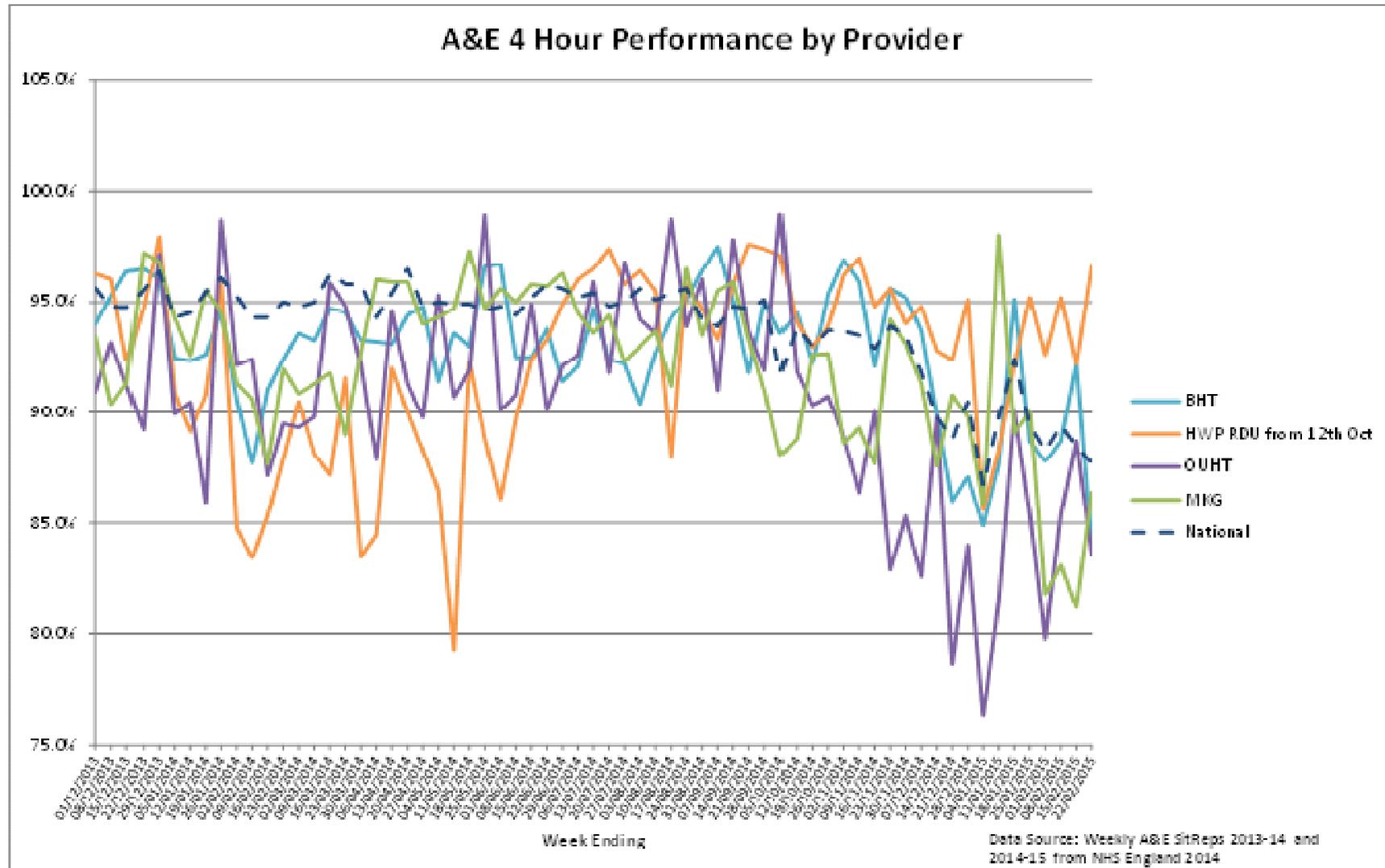


Patient care

Staff at all levels and across the whole system worked longer hours and extra shifts to meet additional demands

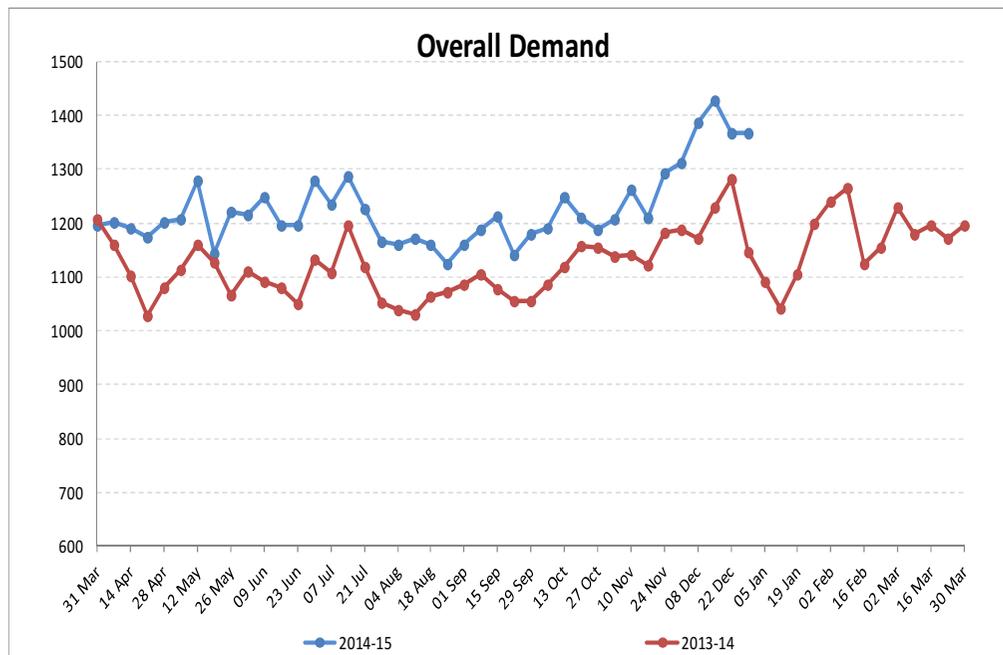
- ED consultants worked longer hours - throughout the day until midnight.
- Additional staff deployed to support ward rounds.
- Consultant for older people able to support GPs and ambulance staff by phone
- Local GPs joining ward rounds in ED and wards in SMH.
- All patients reviewed frequently
- Additional step down beds purchased
- 80 care packages reviewed to release capacity
- ACHT support to local residential care homes and GP Practices
- Additional GP hours to support BUC OOH service
- GP crewed with ambulance to help avoid hospital admissions
- Hospital Ambulance Liaison Officer to help reduce waiting time at hospitals
- Additional GP + car for BUC OOH

A&E Performance across the area



South Central Ambulance Service

- SCAS experienced 24 percent increase in demand (Bucks) during December 2014 (greatest demand increase across MK, Ox, Bucks & Berks)
- GP in SCAS RRV responding to calls/admission avoidance
- Reviewing patients in Care Homes within 24 hours of discharge
- Referral from 111/999/GP/Crew
- HALOs in SMH and WPH, working well with hospital teams in managing demand
- Incentive scheme for overtime introduced



Early Bird GP Activity - December

Under 65	15
66-69	1
70-74	3
75-79	13
Over 80	28
Unknown	11
Total	71
Treated on Scene	39
Refer to Hosp	22
Other	10
Total	71
999	22
111	4
CSD	12
Crew	3
GP	20
Unknown	10
Total	71

What we said

Communication

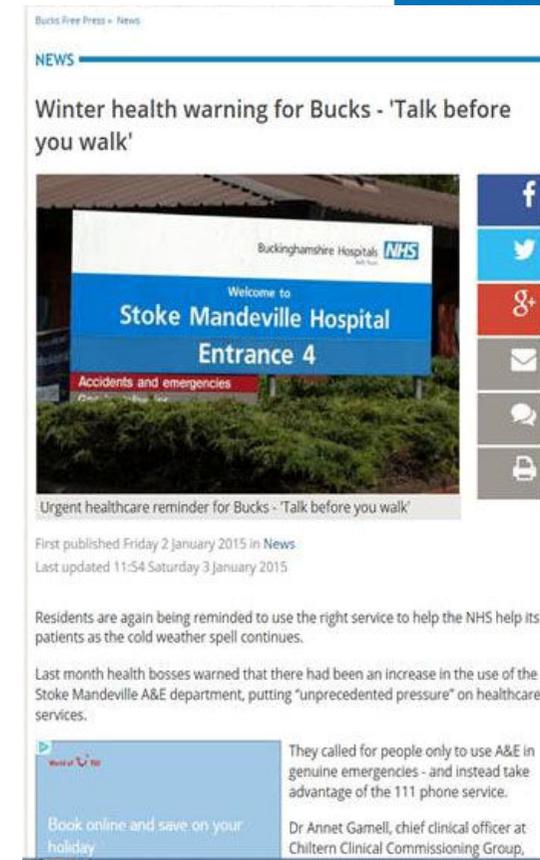
- Regular updates circulated to GPs about the situation, offering alternatives to hospital admission
- Press conference with BHT Medical Director, CCG Chief Clinical Officer and SCAS Regional Lead resulting in extensive local media coverage of key messages, followed by columns in Bucks Free Press and regular radio interviews
- Increased social media coverage, especially through Twitter and Facebook, to reassure 'worried well' and support the, 'Talk Before You Walk' campaign
- Regional advertising on Meridian TV in partnership with NHS England, fliers distributed through local newspapers and e-banners to promote messages online
- Twice daily system wide teleconference calls
- NHS 111 directing patients to services with capacity

What worked well...

- Establishment of Gold Command structure at Stoke Mandeville Hospital to manage the whole system response
- Whole system involvement meant pressure was exerted and additional money spent to achieve discharges that allowed patient flow to be re-established
- The whole health and social care system worked collaboratively, innovative solutions were sought and delivered and real momentum to de-escalate was established and maintained. For example, social care teams accepting the assessment of hospital therapists when deciding ongoing care needs.
- Silver Command established at Stoke Mandeville Hospital, led by BHT's ACOO. Joint working led to robust plans to manage discharges and patient flow. It also improved the working relationship with community providers and encouraged a whole system response at working level.

'Talk Before You Walk' facts and figures

- 83,000 fliers distributed through Bucks Herald and Bucks Free Press
- Facebook advertising created additional 957 visits to CCG websites
- 99% increase in Facebook 'likes' during campaign



- Extensive positive coverage in local media
- Roadshows held in Friars Square and Eden Centre during half-term

Future plans

- Learn from our experiences to cope with demand and increase support services for patients
- Continue to improve joint working between health and social care to work together as one system
- Integrated social care packages and support networks that will help alleviate pressure on A&E services
- System Resilience Group (Bucks) is developing an urgent care work plan for 2015-16 which includes projects to improve matching capacity to predicted demand and also establishing specific additional capacity at times of peak demand.
- Implementing 7 day working initiatives
- Instigating the “Ideal Week” action plan when needed
- A ‘demand management leaflet’ will be distributed to every household in the county promoting health services and when they should be used. This will also promote the Health Help Now website which is due to launch this month