

Winter Plan Update
East Sussex Health and Wellbeing
Board

November 2020

Executive Summary

- Winter planning is a statutory annual requirement to ensure that the local system has sufficient plans in place to manage the increased activity during the winter period
- The winter plan for the East Sussex system was jointly developed by local system health and social care partners via the Local A&E Delivery Board and was submitted to NHS England and Improvement (NHSE/I) in October
- As part of winter planning this year, detailed demand and capacity modelling was undertaken to ensure appropriate response to predicted surge this winter which includes predicted additional Covid-19 activity
- The winter planning process identified key schemes to mitigate risks associated with increased surge; building upon previous learning from winter 2019/20 and Covid-19 wave one management
- An overview of the winter plan and development process was presented to the Health and Wellbeing Board in September 2020; this update report sets out the feedback from NHSE/I and provides assurance that the system has plans in place for the winter period
- Following review of the winter plans at a Sussex Integrated Care System (ICS) level and by NHSE/I, the East Sussex plan was further developed in line with feedback received
- The key area of development for the second submission was development of the acute Discharge Hub and actions to reduce the time patients spend waiting to be discharged from hospital
- Work is now underway to monitor delivery of the winter plan and mitigate any further risk as required to manage pressure over the winter months

NHSE/ Feedback on Plans – First Submission

- Overall, feedback from the first winter plan submission was positive with a Green RAG rating achieved
- The areas identified as requiring further clarification included Integrated Urgent Care (IUC), plans to protect elective care and primary care resilience:

	RAG Rating
Overall Plan RAG	Green
UEC	Green
Mental Health	Green
Ambulance / IUC	Yellow
Discharge and Social Care	Green
Elective Care	Yellow
Primary Care	Yellow
COVID	Green
EU Exit	Green

Key positive feedback of note for the SHCP plan was the development of an integrated escalation framework and winter operating model

- Positive feedback was received on the following areas:
- Comprehensive capacity and demand modelling on discharge of patients from the acute setting
- Excellent plans to embed a practice of continuous improvement and a data driven approach to the development of Discharge Hubs
- Excellent care home support with clear strategic oversight – noted as the best example in the South East region
- Positive feedback on escalation approach across all areas of the plan including mutual aid, critical care and resilience
- Mental Health improvement projects and escalation protocol were noted as positive
- The plan overall was identified as exemplar

NHSE/ Feedback on Plans – First Submission (2)









Areas of clarification from submission one:

The following areas for clarification were reviewed and responses provided as part of the second submission on 2nd November 2020:

- Modelling in relation to NHS111 and Integrated Urgent Care winter activity and review of risks
- Psychological support to workforce
- Plans to continue to reduce the numbers of patients medically ready for discharge in acute and community health beds
 - Outline of MRD improvement week learning and actions provided
 - Sussex wide guiding principles for the management of outbreaks during a time of increased operational pressure
 - Assurance of alignment with phase three planning submissions ensuring the continuation of elective care
- Elements of primary care plans further developed including communications, secondary care interface, 'catch up' initiative and workforce
- Assurance regarding approach to EU Exit (D20) following release of the latest reasonable worse case scenarios

NHSE/ Feedback on Plans – Final Submission

- Feedback received on the resubmission of the winter plan was overwhelmingly positive, with no further areas of clarification identified:

	RAG Rating
Overall Plan RAG	
UEC	
Mental Health	
Ambulance / IUC	
Discharge and Social Care	
Primary Care	
COVID	
EU Exit	

- The amber rating is in relation to the funding risk for the roll-out of NHS111-CAS, however this risk does not solely relate to Sussex and has been identified on a Kent, Surrey and Sussex basis, as well as similar experiences outside the South East
- Mitigations are in place to support increased activity and is being managed via the Sussex-wide Integrated Urgent Care Programme Board