

## **Lancashire County Council**

### **Health Scrutiny Committee**

**Minutes of the Meeting held on Tuesday, 31st October, 2017 at 10.30 am in Cabinet Room 'C' - The Duke of Lancaster Room, County Hall, Preston**

#### **Present:**

County Councillor Peter Britcliffe (Chair)

#### **County Councillors**

J Purcell	C Edwards
L Beavers	M Iqbal
J Burrows	J Parr
Ms L Collinge	E Pope
G Dowding	J Rear

#### **Co-opted members**

Councillor Barbara Ashworth, (Rossendale Borough Council)  
Councillor Wayne Blackburn, (Pendle Borough Council)  
Councillor Jean Cronshaw, Chorley Borough Council  
Councillor Tony Harrison, (Burnley Borough Council)  
Councillor Colin Hartley, (Lancaster City Council)  
Councillor Bridget Hilton, (Ribble Valley Borough Council)  
Councillor Julie Robinson, (Wyre Borough Council)  
Councillor M Tomlinson, (South Ribble Borough Council)

County Councillors Jean Parr and Jayne Rear replaced County Councillors Margaret Pattison and Peter Steen respectively; and Councillor Jean Cronshaw replaced Councillor Hasina Khan.

#### **1. Apologies**

Apologies were received from District Councillors Roy Leeming, Preston City Council and Paul Cotterill. Apologies were also received from Dr Sakthi Karunanithi, Director of Public Health, Lancashire County Council.

#### **2. Disclosure of Pecuniary and Non-Pecuniary Interests**

County Councillor Lizzi Collinge disclosed a non-pecuniary interest as her post was funded by Lancashire Care Foundation Trust and her husband worked for NHS England.

### **3. Minutes of the Meeting Held on 19 September 2017**

Members enquired if the letter had been sent to the Secretary State for Health and the Chairs of Health Education England and Health Education North West inviting appropriate representatives to attend a future meeting of the Committee to address the inequity of funding for medical under-graduate and post-graduate training in Lancashire and South Cumbria. They were informed the letter was being sent out later that day.

**Resolved:** That the minutes from the meeting held on 19 September 2017 be confirmed as an accurate record and signed by the Chair.

### **4. Chair's Update**

There was no update for the Committee.

### **5. Winter pressures and preparations**

The Chair welcomed Peter Mulcahy QAM, Head of the Paramedic Emergency Service, from the North West Ambulance Service (NWAS) who gave a presentation highlighting the pressures they would face and the preparations they had made in readiness for the forthcoming winter season.

It was reported that winter planning was a Department of Health directive which commenced during the summer months. NWAS was also accountable to the commissioners – Blackpool Clinical Commissioning Group (CCG). Some of the preparations not referenced in the PowerPoint slides included:

- From the 1st December 2017, a command structure (senior managers) in place both in and out of hours;
- Liaison officers based in hospitals to ensure smooth handover of patients;
- St John's Ambulance and other third party providers in place to support;
- The fleet service having their own plan for maintaining emergency vehicles; and
- Audit teams in place to monitor 999 calls.

On 999 calls, it was reported that patients with mental health problems were known to take up considerable time with call handlers. It was acknowledged that NWAS was not the expert on mental health and was working with Lancashire Care Foundation Trust (LCFT) to employ appropriately trained people to work in call centres to field these calls.

The Committee was also informed that Hazardous Area Response Teams (HART) from Manchester and Liverpool would be called upon to support the rest of the NWAS region.

Each year NWAS developed a Strategic Winter Capacity Plan for its entire region and a Local Winter Plan for each area including Lancashire and Cumbria.

Planning would be continuous up to and throughout the winter season with regular meetings to ensure that focus was maintained. NWAS covered the five counties of Lancashire, Cumbria, Greater Manchester, Merseyside and Cheshire. The benefit of having a plan that covered five counties was that resources from one county could be used in another.

Some paramedics were placed in the Emergency Control Centre as support call takers to advise on the most appropriate treatment. The Police would also work in the control room on key dates.

Regarding their communications strategy, NWAS would be supporting the national Stay Well This Winter campaign providing information locally and assisting partner organisations in spreading the messages.

The Committee was informed that over the festive period during 2016/17, emergency calls had increased by 24% with approximately 180 calls received per hour over New Year's Eve and New Year's Day. Over the December period NWAS had dealt with on average 150 calls per hour. The Committee expressed concern at the amount of resources used during this period and that the main cause of this increase related to incidents involving alcohol. Communication from NWAS and NHS partners would focus on this aspect in the run up to the Christmas period. It was suggested that the County Council's Communications Team assist the implementation of the NWAS communication strategy. Members were also reminded of the benefits in utilising social media to help spread the message.

In terms of winter planning for care homes, it was reported that NWAS responded to a considerable number of call outs. NWAS was currently visiting care homes throughout the region, training staff on making better assessments of the patient's needs.

Members were informed that flu jabs were now available from NWAS staff. Last year, 62% of staff at NWAS took up the flu jab.

One member sought assurance that planning was sufficient and implementable if there was a bad winter. Members were reassured by NWAS that there were no gaps in their system. However, NWAS could not guarantee that ambulances would not be delayed in respect of any increase in Delayed Transfers of Care within the hospitals. It was reported that interaction between the hospitals and NWAS was good.

Regarding vacancies NWAS would nearly be at full establishment by the end of December. It was noted that the service did not actively seek recruitment of staff externally or from overseas. However, it was noted that the Polish paramedic qualification was akin to the UK qualification. NWAS had also worked with the University of Central Lancashire and the University of Cumbria on the creation of paramedic courses for staff to attend on a day release basis.

As part of the budget process a contingency fund was specifically set aside for winter to cover for additional vehicles, etc. Additional funding was also provided either nationally from the Department of Health or locally from the commissioners during the winter season.

The Committee was informed that Lancashire had a Local Health Resilience Partnership which scrutinised all Lancashire hospitals' plans regarding their periods of most activity.

Members asked if the potential impact of flooding formed a part of winter planning for NWAS. The NWAS had a Generic Major Incident Plan with flood plans rolled out across the County through the Local Resilience Forum. It was also noted that NWAS had a good working relationship with Highways England.

With regard to the NHS Five Year Forward View and the Sustainability and Transformation Partnerships, it was explained that in the future there would be less ambulances and more appropriate care for the patient at the front end of the journey. Emphasis was also being placed on health prevention and promotion, interfacility transfers and how the service worked with health care professionals. NWAS was also looking to increase capacity in their contact centres over the next few years.

**Resolved:** That;

- i. The Committee welcomed the North West Ambulance Service was meeting its recruitment targets;
- ii. The County Council's Communications Team be recommended to assist the North West Ambulance Service on the implementation of their communications strategy for the forthcoming winter season; and
- iii. A site visit to North West Ambulance Service's regional headquarters be arranged for members of the Committee to attend.

## **6. Report of the Health Scrutiny Steering Group**

The Committee received a report detailing matters presented and considered by the Health Scrutiny Steering Group at its meetings held on 27 September and 11 October 2017.

It was noted that a report setting out proposals for a revised purpose of the Steering Group would be presented to the Committee for consideration at its next scheduled meeting on 12 December 2017.

**Resolved:** That the report of the Steering Group be received.

## **7. Health Scrutiny Committee Work Plan 2017/18**

The Work Plans for both the Health Scrutiny Committee and its Steering Group were presented to the Committee. The topics included were identified at the work planning workshop held on 20 June 2017.

It was reported that the Steering Group had recommended that a report from Lancashire Care Foundation Trust on improvements to mental health services in Lancashire be referred to the Committee for consideration at its meeting scheduled for 12 December 2017.

**Resolved:** That;

- I. The report be noted; and
- II. The recommendations made by the Steering Group at its meeting held on 27 September 2017 to refer the report on improvements to mental health services in Lancashire for consideration by the Committee at its next scheduled meeting on 12 December 2017 be accepted.

#### **8. Urgent Business**

There were no items of Urgent Business.

#### **9. Date of Next Meeting**

The next meeting of the Health Scrutiny Committee will take place on Tuesday 12 December at 10.30am in Cabinet Room C (The Duke of Lancaster Room) at the County Hall, Preston.

I Young  
Director of Governance, Finance  
and Public Services

County Hall  
Preston





**Cumbria & Lancashire Winter Preparation  
Assurance to  
Lancashire Health Scrutiny Committee**

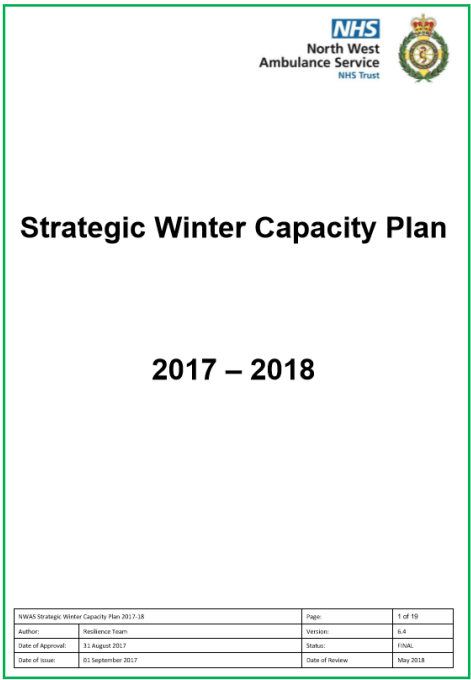
**Peter Mulcahy QAM**  
**Head of Paramedic Emergency Service**

The forecasted demand for Operational Response has been created by using the last 3 years activity and applying a percentage increase of 2.41% for the previous 3 years. The forecasted period is from 1 December 2017 to 7 January 2018.

2017/18								
	Daily Rank							
01/12/2017	Friday	31	14/12/2017	Thursday	33	27/12/2017	Weds	8
02/12/2017	Saturday	25	15/12/2017	Friday	26	28/12/2017	Thursday	15
03/12/2017	Sunday	5	16/12/2017	Saturday	22	29/12/2017	Friday	3
04/12/2017	Monday	19	17/12/2017	Sunday	12	30/12/2017	Saturday	6
05/12/2017	Tuesday	30	18/12/2017	Monday	7	31/12/2017	Sunday	1
06/12/2017	Weds	16	19/12/2017	Tuesday	38	01/01/2018	Monday	10
07/12/2017	Thursday	32	20/12/2017	Weds	27	02/01/2018	Tuesday	9
08/12/2017	Friday	27	21/12/2017	Thursday	22	03/01/2018	Weds	27
09/12/2017	Saturday	19	22/12/2017	Friday	13	04/01/2018	Thursday	36
10/12/2017	Sunday	17	23/12/2017	Saturday	11	05/01/2018	Friday	34
11/12/2017	Monday	35	24/12/2017	Sunday	18	06/01/2018	Saturday	14
12/12/2017	Tuesday	24	25/12/2017	Monday	4	07/01/2018	Sunday	21
13/12/2017	Weds	37	26/12/2017	Tuesday	2			



# NWAS Suite of Plans

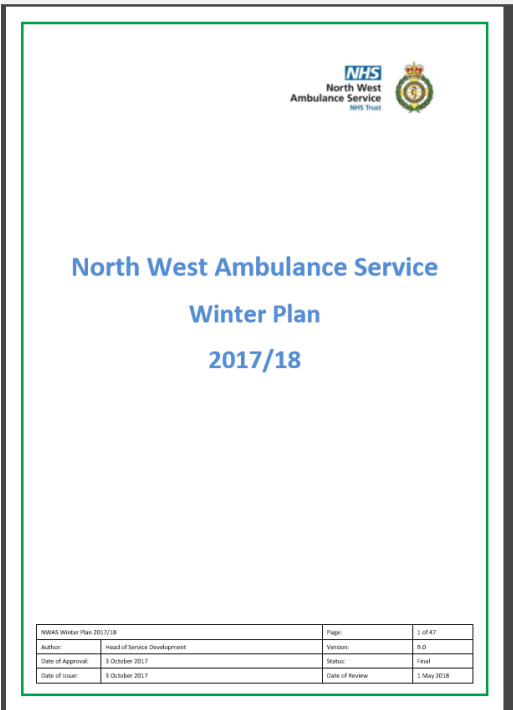


**NHS**  
North West  
Ambulance Service  
NHS Trust

**Strategic Winter Capacity Plan**

**2017 – 2018**

NWAS Strategic Winter Capacity Plan 2017/18	Page:	1 of 18
Author: Resilience Team	Version:	6.4
Date of Approval: 31 August 2017	Status:	FINAL
Date of Issue: 01 September 2017	Date of Review:	May 2018



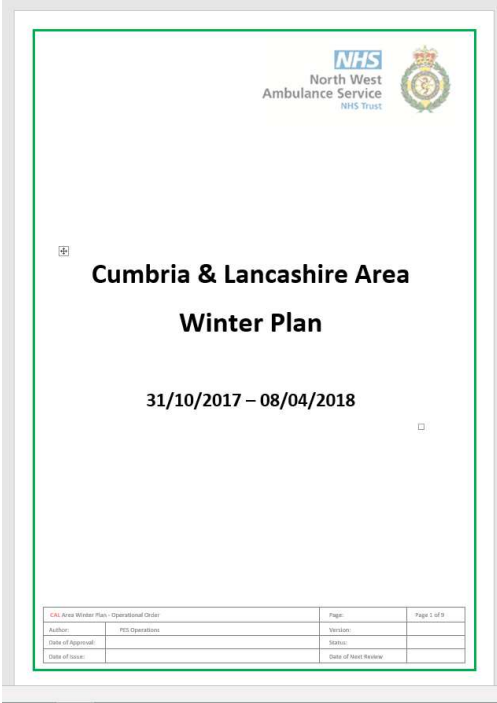
**NHS**  
North West  
Ambulance Service  
NHS Trust

**North West Ambulance Service**

**Winter Plan**

**2017/18**

NWAS Winter Plan 2017/18	Page:	1 of 47
Author: Head of Service Development	Version:	8.0
Date of Approval: 3 October 2017	Status:	Final
Date of Issue: 3 October 2017	Date of Review:	1 May 2018



**NHS**  
North West  
Ambulance Service  
NHS Trust

**Cumbria & Lancashire Area**

**Winter Plan**

**31/10/2017 – 08/04/2018**

C&L Area Winter Plan - Operational Order	Page:	Page 1 of 9
Author: PDS Operations	Version:	
Date of Approval:	Status:	
Date of Issue:	Date of Next Review:	

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## Strategic Winter Capacity Plan

- NWAS planning will be continuous up to and through the winter with regular meetings scheduled to ensure that focus is not lost. This will include dedicated agenda items on a range of existing and regular meeting schedules. Periodic performance teleconferences will also continue with the option to revert to a daily reoccurrence should pressures dictate.
- NWAS has in place long-standing processes, which expedite rapid call pick-up and allocation times. Resource profiling is completed in a way which best matches demand to maximise response time performance to 999 incidents.
- The NWAS Regional Planning Team will ensure that demand and resource profiles are matched through analysis of staff abstraction rates (training, leave and sickness) and monitoring of unit hour utilisation for the Paramedic Emergency Service. The following sections outline key factors, which underpin the NWAS response during the winter period.
- Led by CEO scrutiny meetings usually fortnightly

## Winter Operational Order

- To provide a robust command structure both in hours and out of normal office hours to ensure NWAS can react effectively to changes in service demand.
- 
- To plan, as far as possible, for additional resources to ensure operational resilience over the winter period.
- 
- To continue to support and manage staff welfare and abstractions.
- 
- To maintain effective communications with staff, partners and the public and so manage the expectations of these groups.
- 
- Continue to support and monitor the impact of the newly introduced Ambulance Response Program.
- 
- To support the wider health economy, including briefing key NHS stakeholders to ensure an adequate and appropriate provision of ambulance services during this key period.
- 
- Through effective multi-agency liaison with partner agencies to support, where possible, requests for NWAS managers to perform Tactical Command functions
- 
- NWAS will ensure compliance with current health and safety legislation and NWAS procedures establishing and maintaining effective liaison with staff representatives.
- 
- To establish and maintain effective communications and management for all ambulance and medical staff should a major or large scale incident occur.

■  
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# Winter Plan Briefing Event 18 October



- Sector Managers
- Ops Managers
- EOC
- APs
- SPs
- Resilience
- PTS Ops
- PTS Control
- Finance
- Fleet
- IM&T
- Complementary Resources
- HR
- Urgent Care
- Rostering

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## Additional Ambulances and RRVs Utilising budgets set aside for winter cover

Date	Shift 1	Hours	Station	Shift 2	Hours	Station	Shift 3	Hours	Station
03/12/2017	1200-2200	10	Lancaster	1400-2400	10	Blackpool	1400-2400	10	Burnley
06/12/2017	1200-2200	10	Lancaster	1400-2400	10	Blackpool	1400-2400	10	Burnley
10/12/2017	1200-2200	10	Lancaster	1400-2400	10	Blackpool	1400-2400	10	Burnley
17/12/2017	1200-2200	10	Lancaster	1400-2400	10	Blackpool	1400-2400	10	Burnley
18/12/2017	1200-2200	10	Lancaster	1400-2400	10	Blackpool	1400-2400	10	Burnley
19/12/2017	1200-2200	10	Lancaster	1400-2400	10	Blackpool	1400-2400	10	Burnley
20/12/2017	1200-2200	10	Lancaster	1400-2400	10	Blackpool	1400-2400	10	Burnley
21/12/2017	1200-2200	10	Lancaster	1400-2400	10	Blackpool	1400-2400	10	Burnley
22/12/2017	1200-2200	10	Lancaster	1400-2400	10	Blackpool	1400-2400	10	Burnley
23/12/2017	1200-2200	10	Lancaster	1400-2400	10	Blackpool	1400-2400	10	Burnley
24/12/2017	1200-2200	10	Lancaster	1400-2400	10	Blackpool	1400-2400	10	Burnley
25/12/2017	1200-2200	10	Lancaster	1400-2400	10	Blackpool	1400-2400	10	Burnley
26/12/2017	1200-2200	10	Lancaster	1400-2400	10	Blackpool	1400-2400	10	Burnley
27/12/2017	1200-2200	10	Lancaster	1400-2400	10	Blackpool	1400-2400	10	Burnley
28/12/2017	1200-2200	10	Lancaster	1400-2400	10	Blackpool	1400-2400	10	Burnley
29/12/2017	1200-2200	10	Lancaster	1400-2400	10	Blackpool	1400-2400	10	Burnley
30/12/2017	1200-2200	10	Lancaster	1400-2400	10	Blackpool	1400-2400	10	Burnley
01/01/2018	1200-2200	10	Lancaster	1400-2400	10	Blackpool	1400-2400	10	Burnley
02/01/2018	1200-2200	10	Lancaster	1400-2400	10	Blackpool	1400-2400	10	Burnley
06/01/2018	1200-2200	10	Lancaster	1400-2400	10	Blackpool	1400-2400	10	Burnley
07/01/2018	1200-2200	10	Lancaster	1400-2400	10	Blackpool	1400-2400	10	Burnley
08/01/2018	1200-2200	10	Lancaster	1400-2400	10	Blackpool	1400-2400	10	Burnley
		220			220			220	

Cumbria and Lancashire			
1	31/12/2017	Sunday	10:00-20:00
2	01/01/2018	Sunday	10:00-20:01
3	01/01/2018	Sunday	10:00-20:00
4	31/12/2017	Sunday	12:00-22:00
5	31/12/2017	Sunday	13:00-23:00
6	31/12/2017	Sunday	13:00-23:00
7	31/12/2017	Sunday	14:00-00:00
8	31/12/2017	Sunday	14:00-00:00
9	31/12/2017	Sunday	18:00-04:00
10	31/12/2017	Sunday	18:00-04:00
11	31/12/2017	Sunday	18:00-04:00
12	31/12/2017	Sunday	1200-2200
13	31/12/2017	Sunday	1600-0200
14	31/12/2017	Sunday	1600-0200
15	31/12/2017	Sunday	1600-0200

Additional 15 ambulances/ RRVs NYE / Day

Additional 60 ambulance/ RRV key priority days

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## Support for EOC

- New Initiatives for 2017/18
  - Paramedics supporting with Clinical advice in emergency control centre
  - Paramedics in call centre supporting removal of stay on line advice where appropriate
  - Increased staffing in Control centre using alternative duties, support staff and now PTS Control staff able to support non-clinical call handling, i.e. Community Responder Desk, police desk
  - Police in EOC key dates
  - Guaranteed increase Advanced Paramedic support during festive period max to 9 on NYE Night

# New Year's Eve

- Additional managers in EOC
- Extra EOC resource in line with demand forecast
- Increased cover to 9 AP's in EOC and operationally
- Extra operational resources as per capacity managers plan
- Encourage Complementary Resource availability
- Early consideration of PTS
- Full ALO cover
- Nightsafe in Preston and Blackpool
- Staff welfare ~ refreshments at hospitals and stations

## Communications Strategy

- Throughout the winter weeks and into the new year we will support the national Stay Well This Winter campaign messaging and provide information locally to partner organisations to assist them with their messaging.



Winter Schedule	Theme	Public
Week 1 30 October	Halloween Caroline	<ul style="list-style-type: none"> <li>Media release</li> </ul>
Week 2 6 November	Fire safety/Bonfire Night Alice Breathe well (COPD awareness) Karen	<ul style="list-style-type: none"> <li>Media release</li> <li>Social media content</li> <li>Better fireworks at an organised display</li> <li>17815389 16yo injured by firework</li> <li>Stats from last year</li> <li>Instagram</li> </ul>
Week 3 13 November	Launch 'winter is coming' campaign/self-care Fiona	<ul style="list-style-type: none"> <li>Media release explaining how we're ready for winter</li> <li>Animated film with game of thrones style characters</li> <li>Social media advert featuring paramedic 'jon snow' pointing to make the right call website</li> </ul>
Week 4 20 November	Road safety Christina & Caroline	<ul style="list-style-type: none"> <li>Following Safe Drive Stay Alive, put together a small summary vid (or use one they have) and share on social media.</li> <li>Issue facts about what to do when an ambulance is approaching/behind them</li> <li>Make yourself visible – do a spot the difference –using a dog or child, have them in a dark room with no visibility accessories, and then the same picture with them wearing a visibility jacket, torch etc.</li> </ul>
Week 5 27 November	Flu (not too late to get your jab) Sarah & Dawn	<ul style="list-style-type: none"> <li>Social media advert</li> </ul>
Week 6 4 December	Stop abuse (behind the uniform) Alice & Maddy	<ul style="list-style-type: none"> <li>Media release</li> <li>(next wave of winter leaflets to be distributed on PTS vehicles)</li> </ul>
Week 7 11 December	Drugs and alcohol Alice & Christina	<ul style="list-style-type: none"> <li>Social media advert</li> <li>Media ride outs</li> </ul>
Week 8 18 December	Countdown to Christmas (fun feature with staff) Fiona & Alice	<ul style="list-style-type: none"> <li>12 days of Christmas theme showcasing the people behind the scenes keeping the service going during the festive period</li> <li></li> </ul>
Week 9 25 December	Mental health Charlie	<ul style="list-style-type: none"> <li>Social media advert</li> </ul>

# CAL Assurance

- On the basis of the three main plans being in place.
  - On the basis of full CAL team briefing taken place.
  - On the basis of all team managers preparing and having adequate resource in place
  - CAL is confident to give assurance to the Lancashire OSC that we are as prepared as possible for the coming Winter
- 
- Questions??