



Lancashire County Council
Adult Social Care
Winter Plan 2019/20

Author: Sue Lott, Head of Service

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1. Introduction

Winter planning is a necessary and critical part of business planning in order to set out business continuity and managing major areas of risk during what is typically a pressured season of the year.

In order to set out the approach across Winter 2019/20 for Lancashire County Council Adult Social Care, a winter plan has been developed. This plan comes into effect from 1st October 2019 and will run until the 31st March 2020

An ageing population combined with increasing numbers of people with a long term health condition means that demand for both health and social care is increasing, and we know that these pressures increase during winter months, particularly across the urgent care system. Following another challenging winter across the Lancashire and South Cumbria Integrated Care System, the need for integrated planning is critical and LCC Adult Social Care is working closely with partners in each Integrated Care Partnership to ensure that so far as possible, new pathways are in place and existing pathways are either enhanced or maximised to optimum effectiveness before winter commences to support systems to meet demand pressures. However there continue to be challenges to significantly reduce and maintain low to no levels of Delayed Transfers of Care, the challenging financial position of the Council, and workforce pressures across the health and social care sector remain.

As we head into winter 2019/20, some of the intensive work across the last 12 months to build on the foundations of new initiatives in place through use of the Improved Better Care Fund (iBCF) monies is placing us in an improved position to meet the challenges ahead. Initiatives such as the Acute Social Work peripatetic team are helping to bolster assessment resource enabling those teams to better respond to demand whilst team members are on leave and where there are surges in demand due to Hospital pressures. The 24/7 Acute Mental Health Professional (AMHP) service continues to make a significant impact on availability of AMHPs to enable people to avoid unnecessary attendances to the Emergency Department and then very lengthy waits for assessments/mental health beds in an environment that is not resourced or skilled to provide the right support.

In addition to setting out the overall plans across the winter months, capacity and contacts across the Christmas and New Year holiday period are included in relation to the service provided to enable 7 day hospital discharge arrangements. Within each ICP, Adult Social Care will continue to participate in and respond to the escalation reporting on a daily basis with NHS partners through the Operational Pressures Escalation Level Framework (OPEL– national NHS escalation framework) ensuring a collaborative approach to supporting all parts of the system. Work is underway to look at the council's participation in the Escalation Management System Plus (EMS Plus) reporting mechanism across the ICS.

Adult Social Care will continue to work with each Integrated Care Partnership (ICP) (or MCP in relation to West Lancashire) area through existing networks and through each of the five A&E Delivery Boards across the County. Where possible, a pan Lancashire approach will be encouraged to maximise system resilience and the benefits of the deployment of resources. Many of our current resources to support urgent care and flow out of hospitals continue to be enhanced through iBCF funding, and we will ensure best use of funding to meet Key Performance Indicators and resilience across the system.

Across this winter, work will continue through the Advancing Integration Board (formerly the Better Care Fund Group) to progress the Intermediate Care Review.

Utilising a programme management approach, the aim is to achieve financial sustainability and effective delivery of new services and pathways that evidence shows will make a difference, and agree funding options beyond March 2020.

When systems are under pressure it remains important to collaborate to make best use of public funding and to reduce duplication, and Lancashire County Council will continue to plan with partners to ensure that these principles underpin our collective response to winter resilience.

The LCC Adult Social Care Winter Plan version 2, dated 1st October 2019 has been signed off by the Adult Services senior leadership team on 3rd October 2019 and shared with relevant managers and staff within the Council.

A copy of the winter plan will be forwarded to each A&E Delivery Board for inclusion in the system wide winter planning and delivery reporting.

Any significant amendments will be communicated via the issue of a new version

2. Capacity Information & Pressures

Across the county there are various **intermediate care services** such as **Community/Residential Rehab Beds, Reablement and Crisis Support services**. The provision across Lancashire is detailed at **Appendix 1**.

Reablement and Crisis Support Services

In addition to supporting people to avoid unnecessary admissions to hospital or residential care in each ICP, the crisis service is part of a recognised and agreed Discharge to Assess pathway under the Home First principles, enabling more people who may need care and support to leave hospital as soon as they no longer need to be there. To meet the needs of the pathway, crisis support is extended to up to 72 hours over 5 days rather than the core service of up to 72 hours over 3 days. The crisis service can also be commissioned for up to 5 days over Bank Holiday periods to facilitate discharges and prevent admission to Hospital. Eligibility for the service remains as per the guidance in place.

The Reablement service continues to expand its activity, having recently been redesigned to give greater Occupational Therapy resource enabling improved goal setting and planning and maximising the opportunities for people using the service to become as independent as possible

Hospital Aftercare

The Hospital Aftercare service is present in each Acute Trust across Lancashire, and works alongside discharge teams and NHS colleagues in the Emergency Department to support timely discharge for those people not requiring specialist transport or social care.

The service which is delivered by AgeUK includes "Take Home & Settle" (Tier 1) which provides support for up to 3 hours, and "Follow-up and Support" (Tier 2) which provides low level support for up to six weeks of up to 15 hours over the period.

Residential Rehab/Community Beds

Across the county there are 115 residential rehab/community beds, providing 24hr bed based rehabilitation for people who need a higher level care and support to achieve their optimum independence. These beds are provided via the Lancashire County Council Older Peoples' Service working in partnership with NHS community services who provide the therapy services to facilitate rehabilitation.

Night Time Support

Capacity has been expanded to deliver the service with defined capacity operating across North, Central and East Lancashire. The service provides support visits throughout the night, usually on a short term basis as part of an intermediate care package of support, enabling people who have more complicated support needs to avoid an unnecessary admission to hospital or residential care, or to be discharged in a timely way and receive their rehabilitation or reablement at home.

Homecare, Residential and Nursing Home Services

Alongside Intermediate Care services, there is a wide range of domiciliary, residential and nursing care home provision across the County. **Appendix 2** outlines the number of Providers in Lancashire and the approximate number of beds and hours in the system by area.

There continue to be some challenges in meeting demand for these services from the existing supply – volume or availability is not always at the level needed or response timescales required. There are a number of interconnected causes including:

- rising levels of demand and volatile and localised 'spikes'
- fee levels – affordability for commissioners and profitability and incentives for providers to develop their businesses do not always match
- workforce recruitment and retention is challenging and can be acute in local areas where the labour market is tight
- Increasing complexity of meeting needs of individuals increasing the intensity of support and skills of staff required.

The Care Home Capacity Tracker has been in place now for over 12 months, with 85% of Care Homes in Lancashire now on board. The tracker supports live-time system access to capacity in the market across Lancashire and is freeing up staff time across Social Care and the NHS in terms of gathering this information, creating capacity for other tasks.

Within the homecare market we continue to see pressures in line with the national picture. However, contracting with just 52 providers under the homecare framework instead of 190 providers, is enabling closer partnerships with providers and a greater focus on quality, standards, performance and monitoring. Stronger contract management arrangements are in place, including monitoring the ability of providers to accept new homecare packages and taking action where performance needs to improve.

Assistive Technology, Community Equipment and Adaptations

A range of assistive technology is provided through the telecare service, enabling more people to live more independently with confidence in their own home.

Community equipment and adaptations are provided for people following assessment, with recent improvements in the OT waiting list meaning that more people are being assessed in a timely way and getting the equipment that they need to live as independently as possible.

Supporting people to move around their home as safely as possible is the best outcome for individuals as well as contributing to system resilience across the winter months for example by reducing potential falls.

Moving With Dignity

Under the Council's Moving with Dignity project, the Single Handed Care Team are working with people who receive care from more than one carer at each visit, with the aim of maximising peoples' independence and reducing the number of carers where appropriate and safe to do so through use of the latest moving and handling techniques and more appropriate community equipment. Through minimising the need for more than one carer, care hours are released back into the market creating capacity for people who need support and to commence new care packages in a timely way.

Demand Pressures

The Council has continued to see an overall increase in contacts and demand for social care support over the last 12 months both in the hospital teams and in community. To support Adult Social Care to meet these challenges new work programmes are in place such as improving decision making, information and advice from the first contact that citizens have with us, ensuring that people receive proportionate assessments and support is provided in a way that maximises their independence. This avoids people receiving more support than they need, and ensures that they receive support in the most appropriate and independent environment, freeing up capacity in long term support services.

3. Contract Management – Independent Provider Business Continuity

LCC Contract Management requires Service Providers to deliver operationally to the full terms of their contractual agreements. This includes having the level of staff required to deliver the service provision fully and safely, that they have a plan in place for an event of significant service impact including staff illness, inclement weather where usual routes may be temporarily impassable, and to ensure that Service Users are not impacted by a reduction in regular Service Provider delivery.

All providers should have business contingency/continuity plans in place, some of which may well reference service continuity issues re: inclement weather – last year in Lancashire this included the impact of heavy snow and flooding.

In the event of an impact on service delivery, service providers are required to contact LCC to make them aware of the situation as soon as is practical to do so and also confirm what they are putting in place to resolve or mitigate any impact on service delivery. Homecare providers are required to be contactable throughout the contracted service delivery time, typically for home care 7am to 10pm, 7 days per week, and for residential care 24/7.

Communications will be sent out to all providers to identify key areas within the system where their support is requested, and remind providers of the pressures in particular over the holiday period and how they can help. In addition, all providers are asked to encourage their staff to take up the free flu vaccinations offered to support their staff wellbeing and operational resilience.

Work is underway to review and renew the contracts held with care homes and includes the potential to extend the notice period for Providers to hand back contracts, which will aid business continuity planning and system resilience.

Brexit

Lancashire County Council are fully involved in local and national planning and resilience discussions relating to Brexit. The council is ensuring full preparedness in response to potential implications on service delivery, and will be working closely with local and national partners to mitigate the challenges.

4. Social Work Teams Assessment Capacity Across Christmas & New Year

The Hospitals social work service is a 7 day service, working every day except for Christmas Day which is covered by the Emergency Duty Team. Staffing is in place in line with the varying demand across the week, and surge capacity has been created through a countywide peripatetic team of social work staff across the Acute Trusts.

Appendix 3 outlines the minimum staffing levels per site per day over the Christmas and New Year period. Once formally confirmed, specific names and contact details will be provided to key personnel in each area.

To further support winter resilience, Adult Social Care restrict annual leave across hospital, Reablement and Community social work and OT teams so that 80% of available staff will be in work from 1st December 2019 to the 31st January 2020, with 60% of available staff in work between Christmas and New Year on the 30th and 31st December 2019. To ensure effective response to unpredictable spikes in activity, all staff will be directed to work on whatever the prioritised pressures are for adult social care during this time, rather than attend to what may be their usual caseload. This will support the overall resilience of the system both in hospital discharge and admission avoidance.

Care Navigation are also a 7 day service and over the Christmas and New Year period will also be working every day except Christmas Day, enabling sourcing and access to services across the whole of the holiday period.

The AMHP service are a 24/7 service and alongside the Emergency Duty Team they will provide a responsive service to people in need of an urgent AMHP assessment both at home and in the Emergency Department, due to being acutely mentally unwell.

The Emergency Duty Team operates out of hours to respond to service users in need of urgent and immediate support and who cannot wait until the core team are back on duty.

Workforce across the Christmas and New Year period will be regularly reviewed and adjustments made as appropriate to meet business need.

5. Prisons

There are 5 male prisons within Lancashire, with varying degrees of social care demand. Winter resilience planning has taken place with the two social care providers who are contracted to deliver support across the Prisons, to ensure that they have contingency plans in place to meet unexpected challenges.

The delivery of social care to the men in custody mirrors as closely as possible the care and support they would expect to receive in the community.

6. Corporate Resilience and Continuity Plans

Within Lancashire County Council, business continuity plans are in situ and reviewed regularly. Co-ordinated responses across the council and with partners in the event of local catastrophic events including severe weather, are in place via the LCC Health, Safety & Resilience Service.

The council prepares for such events through the production of a suite of plans and guidance documents. As each incident will be different and may require a different response, the planning arrangements are designed to be flexible in their approach and provide various options from which the response can be tailored.

The need to ensure the safety and continuity of care to the vulnerable residents of Lancashire is paramount. Measures to be taken within resilience and continuity plans include:

- Identification of vulnerable service users
- RAG rating and identifying which of our teams are the most critical and which could be redirected in the event of a catastrophic event
- Ensuring plans are in place to coordinate with and update partners on an operational basis when such events occur. Pragmatic use of existing teleconferences where appropriate will facilitate some of this to happen.
- Updating partners around Adult Social Care's own internal escalation status, enabling full visibility of pressures and actions
- Mapping staff availability to geographical areas in the event attending work bases is compromised.

To support continued readiness, a corporate simulation event to test resilience plans is scheduled for autumn 2019.

7. Winter Resilience – iBCF and Social Care Winter Monies

A number of schemes funded via the iBCF and ratified by the H&WBB in July 2017 remain in existence and will continue to support the NHS across the winter period. They all have expected aims and impact around additional capacity and reducing delayed transfers of care, following national best practice.

Specific social care resilience monies are contained within the Better Care Fund for 2019/20. **Appendix 4** details the schemes being implemented using these monies which will provide the continuation of some services across winter such as Home First crisis hours, additional resource, service development and/or capacity to help meet the challenges and demands of winter pressures.

Additional resilience planning is taking place across the county with NHS partners in each ICP/MCP.

8. Mental Health

The AMHP provision across County, continues to provide a robust and responsive 24/7 service, which places high priority on prompt attendance at Emergency Departments where service users are in need of assessment under the Mental Health Act.

The Service has increased management oversight and AMHP provision. Mental Health beds often become available later in the day, and the service has introduced a twilight shift to support the ability to provide a prompt response to meet this pattern.

The AMHP service has been responding promptly to urgent assessments for example in A&E and s136 suites, however there can be significant delays due to the availability of both Trust and section 12 doctors and the service is continuing to work closely with partners to explore ways to minimise these.

AMHP service managers regularly attend interface meetings with partners including Acute Trusts, Lancashire and South Cumbria Foundation Trust, Lancashire Police, and

North West Ambulance Service to ensure an understanding of pressures across the system in order to inform service provision. The AMHP team managers attend local s136 meetings and joint training has recently been commissioned with the Police to improve working practice with s135 and s136 MHA which will support the effective response across winter.

9. Public Health

Flu Vaccinations

Local authorities have a responsibility to provide information and advice to relevant bodies within their areas, to protect the health of the population. The annual flu vaccination programme is one of those areas.

The Flu Team at Lancashire County Council promote awareness of the importance of flu vaccination and provide advice and support to increase uptake. This year, LCC will be undertaking an annual workforce programme to increase staff protection via the offer of a free flu vaccination; the programme will be extended out to all staff to ensure essential services are unaffected over the winter period. In addition, Flu Buddy training sessions will be delivered to staff from key service areas to provide knowledge of the flu virus and the importance of vaccination, whilst promoting the facts about flu to reduce barriers and myths.

All staff across Adult Social Care have been encouraged to take up the seasonal flu jab to support keeping our teams well over winter.

Health and Social Care staff directly involved in the care of vulnerable patients and employed by a registered residential care/nursing home or registered domiciliary care provider, can also receive a free flu vaccination via the healthcare worker extension programme. This programme complements existing immunisation schemes already in place across the health and social care system and will run once again in 2019/20.

Affordable warmth

LCC works with the district councils to secure national Energy Company Obligation and other external funding through the [Cosy Homes in Lancashire](#) (CHiL) scheme for interventions such as first-time central heating, replacement boilers and insulation measures. CHiL can also offer a home visit that looks at the property, heating type and state of repair, energy usage and will provide support with fuel debt, fuel bills, switching energy supplier etc. Cosy Homes in Lancashire projects target those households living in fuel poverty and at greatest risk of their health being affected by having a cold home, particularly those recently leaving hospital, but also provides an offer of support to all households.

Crisis Support

Urgent help with the costs of food or fuel and provision of certain household essential items is available through the Council's Crisis Support scheme (formerly Care and Urgent Needs) for those on a low income and experiencing a crisis beyond their control. Access to this support is via the Council's Customer Access Service by approved partners only.

Welfare Rights

(This service is subject to change across the next few months)

The person or someone on their behalf can contact the Welfare Rights Service by phone, email, and letter or via an online form on the website. All calls are answered by the customer services centre, who will respond as appropriate and take the details for any new enquiries which are then sent through to allocate as appropriate. Enquiries are split into three types, the first being an enquiry from or about an older person (currently anyone over 65 years of age), and general enquiries where we should be able to provide the necessary advice by phone, and then complex enquiries like mandatory reconsiderations and appeals. Depending on the type of enquiry and the urgency, each case is allocated to an appropriate adviser to make contact within a range starting with 2 days for very urgent enquiries, up to a month for low priority general advice.

10. Winter and Personal Resilience – Communications Arrangements

LCC has a dedicated 'Winter' page on the website delivering advice to residents such as how to keep warm and well plus information regarding travel, gritting and weather forecasts. Links are provided to partner sites including advice from the NHS and Lancashire Fire and Rescue. Between 1st November 2018 and 31st March 2019 the site received 27,338 unique hits showing the importance and value of the provision of information to the citizens of Lancashire.

Helpful advice is provided on the site regarding how to prepare for inclement weather and advice around 'choosing well' with regard to accessing health services and not increasing unnecessary pressure on GP surgeries and Hospitals. Residents are encouraged to take up the flu jab, particularly if they are entitled to a free vaccination, and to encourage older or vulnerable friends, family and neighbours to do the same.

The LCC Winter site will continue to be updated with relevant information and advice throughout the winter period. During bad weather social media and press releases are used to remind people to take care and encourage neighbours to visit those who may be vulnerable living nearby. Key stakeholders are updated about the situation and any effects on service delivery.

Capacity and usage information regarding intermediate care services is circulated daily to key staff across partner agencies via the Lancashire County Council care navigation service.

A regular summary of suspended residential beds across the market and Performance Improvement interventions is also circulated monthly to A&E Delivery Board Chairs and shared with Board members, to support shared understanding of bed capacity.

11. Additional Plans & Actions

Adult Social Care is also implementing or building on a range of plans, commissioning intentions and actions which will support winter resilience 2019/20. These include:

- The Occupational Therapy and Reablement services have been recently redesigned to both enhance the therapy input into the Reablement service, and to create some new Social Care Support Officer posts into the Community OT service. This will further support the effectiveness of the team in achieving timely assessments and provision of appropriate community equipment, support and adaptations.

- Work is underway to look at how the volume of people accessing Reablement can be further expanded, with a focus on people stepping up into this service from the community and avoiding unnecessary admissions to Hospital and Residential Care
- Under the LCC Moving with Dignity programme, the Single Handed Care Team are working with people who have more than one carer at each visit with the aim to reduce the number of carers where appropriate through the innovative use of the latest equipment and up to date moving and handling techniques. This improves outcomes for people as well as releasing capacity back into the domiciliary care market for those people who need it.
- Schemes and actions in line with the High Impact Change model will continue to be developed and implemented, or where already commenced will be ramped up with partners, to embed into business as usual across Lancashire. Learning from best practice across Lancashire with regard to schemes, methodology and system benefits will continue to be shared to enable all areas to implement effectively.
- We are actively working with all partners including independent sector providers to develop Trusted Assessor pathways for a range of services, to support relieving pressures across the system. This includes trusted assessments by the Home Improvement Agencies for defined items of community equipment, the case management of some people on Reablement by the Reablement provider and the continued development of trusted assessment pathways with NHS colleagues into intermediate care.
- The LCC Contracts team monitor alerts from the Met office and subsequently sharing with providers where there are risks highlighted and business continuity plans may need to be implemented
- The number of people receiving Telecare is continuing to expand, supporting the need for early intervention and access to the most appropriate services for individuals.
- There are 13 Day Time Support Centres across Lancashire which offer a luncheon service where older members of the community can purchase a lunch and activity. These services can be arranged on the same day. The majority of Day Time Support centres will be open across bank holidays with the exception of Christmas Day, Boxing Day and New Year's Day.
- The 16 LCC residential homes offer Christmas lunches to members of their community, reducing social isolation at Christmas.

12. Integrated Home Response and Falls Lifting Service

The county council is collaborating with NHS partners (i.e. Clinical Commissioning Groups, Lancashire Teaching Hospitals and North West Ambulance Service) and Progress Housing Association to trial a new Integrated Home Response and Falls Lifting-Service.

It will provide an emergency response service to people using the county council's Telecare service who require a wellbeing check, or people who have fallen and do not require clinical intervention but need help to be lifted. The service aims to:

- Reduce the demand on North West Ambulance Service and the number of paramedic crews responding to category 4 calls.
- Improve North West Ambulance Service's Paramedic Emergency Service response times.
- Promote people's wellbeing and independence.
- Reduce and prevent the need for health and social care intervention.
- Safely monitor, assess and respond to calls received by the Service.
- Reduce the length of time individuals spend waiting to be lifted following a fall.
- Enable more individuals to remain and recover in their usual place of residence.
- Promote and refer individuals to falls prevention services and other prevention services.

As the service is expected to positively contribute to winter preparations and resilience, partners have worked together to accelerate implementation of the service, to commence on 1 October 2019 in time for the start of the winter period.

It is estimated that 8,747 visits will be undertaken across the county council's boundary in the first year, or 729 visits per month during winter.

13. *Appendix 1* – Intermediate Care Provision & Capacity Across County

Area	Lancs North	F&W	East Lancs	Preston/C&SR	West Lancs
Community Beds	LCC Dolphinlee 22 beds (including 10 dementia rehab)	LCC - Thornton House 17 beds	LCC - Castleford 10 beds	LCC - Meadowfield 27 beds	LCC – Beacon View 9 beds
			LCC – Olive House 14 beds	LCC – Broadfield 16 beds	
Reablement Capacity	Cherish Target – 51 new starts per week		CRG Target – 48 new starts per week	Guardian Homecare Target – 58 new starts per week	
Crisis Support (inclusive of additional iBCF/Home First & Winter Monies hours)	Guardian Home Care / Cherish 610 hours per week across Fylde, Wyre, Lancaster and Morecambe		Supporting Together 1050 hpw across East Lancashire	Guardian Homecare 1448 hpw across the Central & West Lancs area	
Hospital Discharge Aftercare Service	Age UK Lancashire		Age UK Lancashire	Age UK Lancashire	

14. *Appendix 2* – Domiciliary, Residential and Nursing Capacity Across Lancashire

Provider Type	Number of Providers Across County	Number of Hours/Beds
Homecare	Approximately 6,800 people receive home care and the majority of those services are now delivered by 52 providers under the home framework that commenced on 13 November 2017.	Just under 73,000 home care hours per week are provided across Lancashire, and are broken down by area as follows: <ul style="list-style-type: none"> • 27,000 hours per week in Central Lancashire • 23,000 hours per week in East Lancashire • 22,800 hours per week in North Lancashire.
Residential/Nursing Care	<p>Total: 426 Homes –</p> <p style="padding-left: 40px;">311 Residential</p> <p style="padding-left: 40px;">106 Nursing</p> <p style="padding-left: 40px;">8 Residential & Nursing</p> <p>Central: 145 Homes –</p> <p style="padding-left: 40px;">100 Residential</p> <p style="padding-left: 40px;">42 Nursing</p> <p style="padding-left: 40px;">3 Residential & Nursing</p> <p>East: 138 Homes –</p> <p style="padding-left: 40px;">107 Residential</p> <p style="padding-left: 40px;">26 Nursing</p> <p style="padding-left: 40px;">5 Residential & Nursing</p> <p>North: 143 Homes –</p> <p style="padding-left: 40px;">104 Residential</p> <p style="padding-left: 40px;">38 Nursing</p> <p style="padding-left: 40px;">0 Residential & Nursing</p>	<p>Total: 12560 Beds –</p> <p style="padding-left: 40px;">7137 Residential</p> <p style="padding-left: 40px;">5177 Nursing</p> <p style="padding-left: 40px;">246 Residential & Nursing</p> <p>Central: 4784 Beds –</p> <p style="padding-left: 40px;">2430 Residential</p> <p style="padding-left: 40px;">2186 Nursing</p> <p style="padding-left: 40px;">168 Residential & Nursing</p> <p>East: 3875 Beds –</p> <p style="padding-left: 40px;">2490 Residential</p> <p style="padding-left: 40px;">1307 Nursing</p> <p style="padding-left: 40px;">78 Residential & Nursing</p> <p>North: 3901 Beds –</p> <p style="padding-left: 40px;">2217 Residential</p> <p style="padding-left: 40px;">1684 Nursing</p> <p style="padding-left: 40px;">0 Residential & Nursing</p>

15. Appendix 3 – Christmas and New Year Staff Breakdown Across Hospitals

Date	ELHT	LTH	BTH	UHMB	Southport & Ormskirk	Care Navigation	County Manager on call
23rd December	Normal Working Day						
24th December	Minimum of 6 Social Work staff	Minimum of 6 Social Work staff	Minimum of 3 Social Work staff	Minimum of 3 Social Work staff	Minimum of 3 Social Work staff	Yes	Yes
25th December	Cover for emergencies only by Emergency Duty Team	Cover for emergencies only by Emergency Duty Team	Cover for emergencies only by Emergency Duty Team	Cover for emergencies only by Emergency Duty Team	Cover for emergencies only by Emergency Duty Team	Cover for emergencies only by Emergency Duty Team	Cover for emergencies only by Emergency Duty Team
26th December	Minimum of 6 Social Work staff	Minimum of 6 Social Work staff	Minimum of 3 Social Work staff	Minimum of 3 Social Work staff	Minimum of 3 Social Work staff	Yes	Yes
27th December	Minimum of 6 Social Work staff	Minimum of 6 Social Work staff	Minimum of 3 Social Work staff	Minimum of 3 Social Work staff	Minimum of 3 Social Work staff	Yes	Yes
28th December (normal working day-weekend)	Minimum of 6 Social Work staff	Minimum of 6 Social Work staff	Minimum of 3 Social Work staff	Minimum of 3 Social Work staff	Minimum of 3 Social Work staff	Yes	Yes
29th December (normal working day – weekend)	Minimum of 6 Social Work staff	Minimum of 6 Social Work staff	Minimum of 3 Social Work staff	Minimum of 3 Social Work staff	Minimum of 3 Social Work staff	Yes	Yes

Date	ELHT	LTH	BTH	UHMB	Southport & Ormskirk	Care Navigation	County Manager on call
30th December	Normal Working Day						
31st December	Normal Working Day						
1st January	Minimum of 6 Social Work staff	Minimum of 6 Social Work staff	Minimum of 3 Social Work staff	Minimum of 3 Social Work staff	Minimum of 3 Social Work staff	Yes	Yes
2nd January (weekday)	Normal Working Day						
3rd January (weekday)	Normal Working Day						
4th January (Normal Working Day - weekend)	Minimum of 6 Social Work staff	Minimum of 6 Social Work staff	Minimum of 3 Social Work staff	Minimum of 3 Social Work staff	Minimum of 3 Social Work staff	Yes	Yes
5th January (Normal Working Day - weekend)	Minimum of 6 Social Work staff	Minimum of 6 Social Work staff	Minimum of 3 Social Work staff	Minimum of 3 Social Work staff	Minimum of 3 Social Work staff	Yes	Yes
Comments							

16. Appendix 4 - Winter Resilience – Social Care Winter Monies

Lancashire Allocation: £5.518m (within the Better Care Fund)

Scheme	Description	Allocation (Lancashire Level) £m
Crisis Hours	Funding of additional hours on top of the core hours to facilitate the continuation and ramp up (where appropriate) of Home First out of each Trust, stabilising service capacity until the end of March 2020	0.955
Crisis Hours	Winter contingency pot to enable greater flex across known busier periods and short notice demand increase of core crisis hours (as required) across October 2019 – March 2020, to enable greater flex and capacity, especially around admission avoidance and supporting people to remain in their own home.	0.420
Community Equipment	Equipment for the intermediate care units across Lancashire to replace old/broken/missing equipment. Work is underway with the Single Handed Care team to identify the most appropriate equipment to purchase for use within the Residential Rehab units across Lancashire, to support the reduction of double handed care as soon as practicable, thereby releasing capacity to maximise the bed capacity. Replacing broken/outdated assisted bathing equipment in 3 Day Centres supporting people to remain independent for longer, support their health, hygiene and wellbeing and reduce the likelihood of unnecessary admissions.	0.080
Intermediate Care Unit management capacity to deliver continued quality improvements and operational responsiveness	1 G11 and 1 G10 to be funded across County from the existing service to continue the continuous quality improvement work, support operational responsiveness and resolution of issues, enhance the ability of the IC units countywide to interface with NHS partners around operational issues and discussions, deliver the comms and criteria information, network with referrers/ICAT/CATCH to facilitate high quality referrals and safe admissions, network with the LCC Intermediate Care Team to ensure flow and throughput.	0.100
Intermediate Care Units, additional night	13.6 temporary FTEs across winter to enhance the staffing capacity of the IC units and enable safe care and support to higher volumes of people with more complex needs.	0.282

staff to meet the needs of higher volumes of people with more complex needs	The posts are being recruited across the county, and will be in place where there is most need across the winter period. The additional night staff will contribute to the maximisation of the residential rehab bed capacity.	
Additional Temporary Staffing Capacity	<p>Discharge to Assess SW x 5 – additional SW support across the County to meet the demands of the D2A pathway enabling timely reviews of people in care homes on this pathway. Will enable the timely assessments of people in D2A beds, ensuring quality outcomes and that people return home or have their onward support arranged as soon as it is the right time to do so.</p> <p>Peripatetic SW x 1 – additional SW in the peripatetic team to support demand for the Acute teams across the winter period.</p> <p>Business Support Officer x 2 – BSO posts for CATCH in Central to release SCSO capacity to concentrate on home first reviews, enhancing the overall capacity of CATCH. Will enable continued timely 3 day reviews on the Home First pathway, ensuring onward support arranged and releasing Home First crisis capacity back into the market.</p> <p>Care Navigator x 1 – additional post to expand the residential care finding service to Blackpool Teaching Hospitals</p>	0.319
Promoting Independence Project Teams	Enabling the review of people in STC both on discharge from hospital and stepped up from community to avoid an unnecessary hospital admission, to facilitate timely onward support releasing capacity back into the market and the most independent outcome for the individual.	0.562
To Explore the Housing Options Programme including Neighbourhood Apartments	develop and test the options of 'neighbourhood apartments' with the new extra care schemes coming on line and any appropriate existing schemes, giving the opportunity for a rehabilitation approach in a housing setting.	0.080

Additional Overtime for Staff If Needed across Winter	Contingency costs to enable overtime to be offered to meet social care activity spikes across winter that cannot be contained within core services. Facilitating discharges and avoiding admissions.	0.025
Transport Options	Explore the opportunities for LCC transport to provide some additional transport options for people on the Home First pathway (including through AgeUK input) including exploration of both weekday and weekend transport opportunities. Support admission avoidance and timely discharge across the County.	0.300
2 OT posts for ICAT/Home First Morecambe Bay	Matching investment from Cumbria to enable the provision of therapy to support the Home First pathway/ICAT in Morecambe Bay	0.080
Securing & Creating Market Capacity	LCC Fee & Demand Increases	0.486
SCSO posts to support increased Home First reviews, and perhaps work out of A&E across winter	1 per Acute SW team: 7 posts across county for 30 weeks. Would enable more people to be discharged via HF, support flow through the service, support the avoidance of admission for people who arrive in A&E. Work is underway to determine where the SCSOs will be best placed, likely within ICAT to support the pull from ED. Will support improved deflection across the winter months.	0.125
Capacity to lead the implementation of IC	resource requirements yet to be scoped but dedicated team will be essential to providing pace and detailed work necessary to making this happen across all systems	0.200
Patient Safety & Safeguarding	Agency Staff. Countywide allocation to work through the Safeguarding Adults backlog due to the high volume of incoming activity. Keeping people safe will impact positively on unnecessary admissions to hospital, and safe care and support in the community.	0.176

Integrated Home Response/Falls Lifting Service	LCC Procurement, Finance & Contract Management Cost. ICS project, impact across all ICPs.	0.014
Winter Schemes in Development	Further flexibilities of service provision – long list being worked up and costed, including: additional short term care/recuperation beds across the county; enhanced and expanded AgeUK Take Home & Settle from Hospital; exploration of Shared Lives as an additional discharge option; enhanced and unified care navigation; winter contingencies allocation; DToC support	1.314