



Lancashire County Council Adult Social Care Winter Plan

Author: Sue Lott, Head of Service

Date 4th December 2016

version 3.1

Document Version Control

Version	Issue Date	Changes from Previous Version	Approver's Name	Approver's Title	Sent To	Date Sent
v1.0		Initial version				
v2.0		Interim amendments	Sue Lott	Head of Service, Social Care Service	Clare Mattinson, Paula Bull	29.11.2016
v3.0	16.11.16	Final Draft	Sue Lott	Head of Service, Social Care Service	Tony Pounder	2.12.2016
v3.1	04.12.16	Minor amendments	Tony Pounder	Director of Adult Services	Sue Lott	4.12.2016
V3.1	6.12.2016	Final Version	Tony Pounder	Director of Adult Services		

Contents

Section	Title	Page No
1.0	Introduction	4
2.0	Capacity Information & Pressures	5
3.0	Contract Management – Independent Provider Business Continuity	6
4.0	Social Work Teams Assessment Capacity Across Christmas & New Year	7
5.0	Corporate Resilience and Continuity Plans	7
6.0	Winter Resilience – Additional Capacity funded by the NHS	8
7.0	Flu Vaccinations	8
8.0	Winter and Personal Resilience – Communication Arrangements	8
9.0	Additional Plans & Actions	9
10.0	Appendix 1 – Intermediate Care Provision & Capacity Across County	10
11.0	Appendix 2 – Domiciliary, Residential and Nursing Capacity Across Lancashire	11
12.0	Appendix 3 - Christmas and New Year Staff Breakdown Across Hospitals	13
13.0	Appendix 4 - Winter Resilience – Additional Capacity funded by the NHS	15

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 2016/17 for Lancashire County Council Adult Social Care, a winter plan has been developed. This plan comes into effect from 2nd December 2016 and will run until the 1st April 2017.

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. As we head into winter with an already pressured position across the Lancashire wide system, this winter will prove additionally challenging for LCC Adult Social Care as we are undertaking a transformation programme that will involve all of our staff at all levels, across the winter months. This may lead to additional challenges across our capacity, particularly at a leadership level as managers take their teams forward with new ways of working. The transformation programme (internally branded as Passport to Independence) will ultimately improve the services we provide to those in need, through working differently to achieve better, more appropriate outcomes at the right time for the citizens of Lancashire.

This plan sets out the approach of Adult Social Care along with the additional funding received in each area from NHS Commissioning organisations to support resilience and focus on flow across the system during the challenges of the winter period.

It additionally sets out capacity and contacts across the Christmas and New Year holiday period. Contact details for points of escalation will be contained in the escalation plan which once completed will be shared and sit alongside the winter plan.

Adult Social Care will continue to work with each Health Economy through existing networks and through each of the five A&E Delivery Boards covering the County. Where possible, a pan Lancashire approach will be encouraged to maximise system resilience and the benefits of the deployment of our finite resources. Many of our current resources to support urgent care and flow out of hospitals have been enhanced through funding from NHS partners, and we will ensure best use of funding to meet KPIs and resilience across the system.

Progress reports and recommendations concerning significant actions undertaken will be delivered through the usual channels both within the Council and externally with partners.

The plan version 3.1 dated 4 December 2016 has been signed off by the Director of Adult Social Care on 4 December 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 areas of the county there are various **intermediate care services** such as **Community Beds, Reablement (with and without Therapy) and Crisis Support services** across County.

Appendix 1 outlines the current provision of **intermediate care services** across each CCG footprint area.

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 are currently major challenges in meeting all 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 highly volatile and localised 'spikes',
- fee levels – affordability for commissioning and profitability and incentives for providers to develop their businesses, do not always match
- workforce recruitment and retention problems are growing 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 competences of staff required

Capacity and usage information regarding intermediate care services along with current 'delayed' packages of care is circulated weekly to Chairs of A&E Delivery Boards to show the position and relevant actions, and we are investigating how

In line with the national picture, there are challenges across the domiciliary care sector in Lancashire. At present, the Council is experiencing a significant increase in demand for social care support with the number of people being supported having increased significantly since April 2015. In addition we are now spending more money for each package of care provided. Given the unsustainable financial position of the Council, work is underway to explore options, however medium to longer term, collaborative action and planning will be required by all partners to improve the situation. Over winter, where additional funding has been added into the social care system by CCG partners, this will support resilience and flow during the period.

Across each A&E Delivery Board area, adult social care staff are dialling into DToC, Resilience and Escalation teleconferences. Areas of concern to be focussed on will either be resolved within or immediately after those teleconferences, with wider cross service issues being identified for consideration and input of senior managers across the Council.

The Transformation of Adult Social Care programme 'Passport to Independence' requires intensive and focussed input from all adult social care managers and staff in order to achieve the efficiencies identified, and ultimately have a workforce redesigned that can meet the challenges and demands placed upon it. It is acknowledged and identified as a risk to the Passport to Independence programme that the increasing pressures elsewhere in the system could provide significant challenge for the Council.

To make best use of leadership capacity not just within Adult Social Care, but across the Lancashire health economy as a whole, proposals have been put forward regarding programmes of work that are a priority for all A & E Delivery Board areas which could be taken forward on a collaborative basis and worked up at pace, to then deliver local standardised benefits in all areas.

3. Contract Management – Independent Provider Business Continuity

LCC Contract Management requires Service Providers can 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 the 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 – in the recent past in Lancashire this has 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. Home Care 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.

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

To support winter planning, we are able to provide a breakdown of the social care teams who will be working over the Christmas and New Year period to support timely discharge from Hospitals.

Where funding has been received from NHS colleagues, capacity has been enhanced throughout the statutory and bank holidays across the Christmas and New Year period to enable provision of social work staff on site at Acute Trusts. **Appendix 3** outlines the staffing levels per site per day over the Christmas and New Year period. We will provide specific names and contact details to each area once known.

To further support winter resilience, Adult Social Care have restricted annual leave across both hospital and community teams so that 80% of available staff will be in work from 1st December 2016 to the 31st January 2017, with 60% of available staff in on the 29th and 30th December 2016. To ensure effective response to unpredictable spikes of activity, all staff will be directed to work on whatever the prioritised pressures are for adult social care on the 29th & 30th December 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.

Where additional resilience funding has been provided, Care Navigation staff will be working at weekend to support 7 day resilience and enable access to Reablement services, Residential and domiciliary care.

5. Corporate Resilience and Continuity Plans

Within Lancashire County Council, and building on learning following the severe flooding in December 2015, existing business continuity plans are under further development to ensure coordinated responses across the Council and with partners in the event of local catastrophic events, including severe weather.

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 local escalation plan specifically for Adult Social Care is under development and will be shared soon as appropriate with partners once finalised.

The need to ensure the safety and continuity of care to the vulnerable residents of Lancashire is paramount. Measures to be taken will 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 for 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

6. Winter Resilience – Additional Capacity funded by the NHS

To support Winter Resilience 2016/17, the Council has received additional funding from a number of CCG partners. This funding will be utilised to provide additional social care team capacity with hospitals to support discharge and to review people in intermediate care services, 7 day working within Care Navigation, increased capacity in community beds and increased hours within the Crisis Support Service to improve hospital avoidance.

Due to the localised nature of these agreements, differing allocations are invested in the social care system and across differing services. Inevitably this means there will be some variation in capacity and resilience across Lancashire.

Appendix 4 outlines the funding and the schemes per area.

7. 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;

Lancashire County Council promote awareness of the importance of flu vaccination amongst eligible groups and provide advice and support to increase uptake. LCC undertake an annual flu vaccination programme to increase staff protection via the offer of a vaccination to eligible staff such as: frontline Adult Social Care staff; frontline Children and Young People staff, frontline staff working in settings with vulnerable populations and 'business critical' staff in order to ensure essential services are unaffected over the winter period.

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

8. Winter and Personal Resilience – Communications Arrangements

LCC have a dedicated 'Winter' page on the website delivering advice to residents on areas including 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.

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.

9. Additional Plans & Actions

Adult Social Care is also implementing a range of plans, commissioning intentions and actions which will support winter resilience 2016/17. These include:

- Better data quality is in place to support community teams to manage their work and waiting lists. Combined with the roll out of new ways of working through the transformation programme this will enable the ramping up of increased productivity ensuring that people receive more timely assessments in the community.
- Additional leadership capacity – an additional Head of Service (Sue Lott) and county manager (Mick Duffy) post has been established to work particularly with Health partners
- Additional capacity has been realised within the Care Navigation service, increasing the service by 50% which will enable more service users to receive the care they need in a timely manner.
- An additional 20 OTs have been recruited to Adult Social Care to enable more timely assessments, enabling people to remain more independent in their own home for longer and supporting the avoidance of unnecessary admissions to hospital over winter. This increases the Adult Social Care OT capacity by 100%
- Through the transformation programme, the number of people receiving Reablement will double. This is being tested and ramped up in East Lancashire first and will expand across County in the New Year. In the meantime, good practice is being shared with other areas now to ensure maximum efficiencies
- Recommissioning of Reablement will take place following remodelling across County, which will enable greater numbers of people to benefit from this service. In turn this will reduce some of the pressure in the Homecare market and support the reduction of delayed transfers of care
- Hospital Teams will be rolling out new ways of working over winter that will ensure improved decision making pathways and outcomes for service users. By investing in this now, we will not only be maximising people's independence but also minimising risks of unnecessary readmissions further along the person's journey. Roll out will include colleagues across integrated discharge teams.
- Hospital Teams will focus on a 'home first' principle, supporting people to return home at the right time with the right support
- Work is underway to recommission low level support and Hospital Aftercare services to ensure optimal practice and effectiveness across County within best value.
- The procurement process has commenced for the crisis support service, and through the new contracts we will have the ability to flex capacity to deal with seasonal pressures. The process will be complete mid-2017.

- 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 17 LCC residential homes offer Christmas lunches to members of their community, reducing social isolation at Christmas.

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

Area	Lancs North	F&W	East Lancs	Preston/C&SR	West Lancs
Community Beds	LCC Dolphinlee 17 beds (including dementia rehab)	LCC Thornton House 18 beds	LCC - Castleford 10 beds	LCC - Meadowfield 27 beds	Stocks Hall 9 beds
	LCC Woodhill 5 beds		LCC - Olive House 14 beds	LCC - Broadfield 16 beds (dementia rehab)	
Reablement Hours	Cherish 1,128 hpw	Cherish 1,065 hpw	Housing and Care 21 2146hpw	Housing and Care 21 676 hpw	Housing and Care 21 663 hpw
Crisis Support	Willowbrook 360 hpw across the full North Lancs area		Mears Care 500 hpw		
Combined Dom rehab and Crisis Service				Housing and Care 21 2,369 hpw across the full Central Lancashire area	
Hospital Discharge Aftercare Service	Age UK Lancashire		Age UK Lancashire	Age UK Lancashire	

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

Provider Type	Number of Providers Across County	Number of Hours/Beds
Domiciliary Care	Approximately 180	Approx. 91,969 hours per week across County. Approx. 28,603 hrs across North Approx. 33,330 hrs across Central Approx. 30,036 hrs across East
Residential/Nursing Care	Approximately 440 homes	Approximate Number of Beds Across North: 3690 (2149 Residential/1541 Nursing) Approx. Number of Beds Across Central: 4517 (2326 Residential / 2191 Nursing) Approx. Number of Beds Across East: 4091(2449 Residential/1642 Nursing)

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

Date	ELHT	LTH	BTH	UHMB	Southport & Ormskirk	County Manager on call
23 rd December	4 Social Work staff	4 Social Work staff	2 Social Work staff	2 Social Work staff	Indicated required not	Yes
24th December	4 Social Work staff	4 Social Work staff	2 Social Work staff	2 Social Work staff	Indicated required not	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
26th December	4 Social Work staff	4 Social Work staff	2 Social Work staff	2 Social Work staff	Indicated required not	Yes
27th December	4 Social Work staff	4 Social Work staff	2 Social Work staff	2 Social Work staff	Indicated required not	Yes
28th December	4 Social Work staff	4 Social Work staff	2 Social Work staff	2 Social Work staff	Indicated required not	Yes
29th December	Normal working day	Normal working day	Normal working day	Normal working day	Normal working day	Normal working day
30th December	Normal working day	Normal working day	Normal working day	Normal working day	Normal working day	Normal working day
31st December	4 Social Work staff	4 Social Work staff	2 Social Work staff	2 Social Work staff	Indicated required not	Yes
1st January	4 Social Work staff	4 Social Work staff	2 Social Work staff	2 Social Work staff	Indicated required not	Yes
2nd January	4 Social Work staff	4 Social Work staff	2 Social Work staff	2 Social Work staff	Indicated required not	Yes

Date	ELHT	LTH	BTH	UHMB	Southport & Ormskirk	County Manager on call
		staff		staff	required	
3rd January	Normal working day	Normal working day	Normal working day	Normal working day	Normal working day	Normal working day
4th January	Normal working day	Normal working day	Normal working day	Normal working day	Normal working day	Normal working day
5th January	Normal working day	Normal working day	Normal working day	Normal working day	Normal working day	Normal working day
6th January	Normal working day	Normal working day	Normal working day	Normal working day	Normal working day	Normal working day
7th January	3 Social Work staff	4 Social Work staff	2 Social Work staff	2 Social Work staff	Indicated not required	Yes
8th January	3 Social Work staff	4 Social Work staff	2 Social Work staff	2 Social Work staff	Indicated not required	Yes
Comments	Agreement that staff will be flexed across the days as appropriate, some may need less, some more.			Agreement that staff will be flexed across the days as appropriate, some may need less, some more.	CCG funding to be agreed for SW provision into the CERT team to support flow over the period.	

13. *Appendix 4 - Winter Resilience – Additional Capacity funded by the NHS*

Area/Scheme	Expected Outcomes	Scheme Length	Funding Allocated
Lancashire North			
Social Care staff working weekends at UHMB including statutory and bank holidays. Flexible numbers according to demand. Plus additional hours over the winter period. (including a % of management costs shared across County)	<ul style="list-style-type: none"> • Support patient flow over the 7 day period • Support safe and appropriate discharges outside of 'core hours' • Ensure that flow through the hospital discharge team is maintained to avoid significant peaks when all staff are back on duty • Avoidance of delayed transfers of care 	1 st April 2016 – 31 st March 2017	£76,190
Extension of Crisis Support service provision	Provide step up facility to aid admission avoidance in times of crisis	1 st November 2016 – 31 st May 2016	£35,000
REACT		Recurrent	Approx. £73,000
Fylde & Wyre			
2 Social Care staff working weekends at BTH including statutory and bank holidays. (including a % of management costs shared across County)	<ul style="list-style-type: none"> • Support patient flow over the 7 day period • Support safe and appropriate discharges outside of 'core hours' • Ensure that flow through the hospital discharge team is maintained to avoid significant peaks when all staff are back on duty • Avoidance of delayed transfers of care 	1.4.16 – 31.3.17	£56,000
Crisis		Funding of 98hpw which has been a	£64,974 per annum

Area/Scheme	Expected Outcomes	Scheme Length	Funding Allocated
		long term commitment– this is not guaranteed for the new contract which commences April 2017	
Rapid Plus		Recurrent	£93,592
East Lancashire			
Additional 2 staff working in the Hospitals on all LCC non working days over xmas/New Year (reliant on securing sufficient volunteers) & additional 1 staff during January weekends.	<ul style="list-style-type: none"> • Support patient flow over the 7 day period • Support safe and appropriate discharges outside of 'core hours' • Ensure that flow through the hospital discharge team is maintained to avoid significant peaks when all staff are back on duty • Avoidance of delayed transfers of care 	23.12.2016 – 2.1.2016	£5,718
2 Social Care staff working weekends at ELHT including statutory and bank holidays. (including a % of management costs shared across County)	<ul style="list-style-type: none"> • Support patient flow over the 7 day period • Support safe and appropriate discharges outside of 'core hours' • Ensure that flow through the hospital discharge team is maintained to avoid significant peaks when all staff are back on duty • Avoidance of delayed transfers of care 	1.4.16 – 31.3.17	£56,000
Care Navigator working weekends to support access to Reablement and Dom Care	<ul style="list-style-type: none"> • Support patient flow over the 7 day period • Support safe and appropriate discharges outside of 'core hours' • Ensure that flow through the hospital discharge team is maintained to avoid significant peaks when all staff are 	Mid November 2016 – 31 st March 2017	£ 6,739

Area/Scheme	Expected Outcomes	Scheme Length	Funding Allocated
	<ul style="list-style-type: none"> back on duty Avoidance of delayed transfers of care Promote timely access to Reablement and testing within the sandbox 		
Extension of Crisis Support service provision	<ul style="list-style-type: none"> Provide step up facility to aid admission avoidance in times of crisis Promote peoples' wellbeing and independence to enable best use of any onward formal support Provide a crisis response service to greater numbers of people who need it Support patient flow in emergency situations 	Mid November to continue throughout winter	£ 66,766
Additional domiciliary service capacity to support Reablement waiting times	<ul style="list-style-type: none"> Provide step up facility to aid admission avoidance in times of crisis Step down from Hospital to support patient flow and ensure people are in the right service at the right time Promote peoples' wellbeing and independence to enable best use of any onward formal support Avoidance of delayed transfers of care Promote timely access to Reablement and testing within the sandbox. 	Mid November to continue throughout winter	£ 70,145
ICAT SW capacity	<ul style="list-style-type: none"> Provide step up facility to aid admission avoidance in times of crisis Step down from Hospital to support patient flow and ensure people are in the right service at the right time Promote peoples' wellbeing and independence to enable best use of any onward formal support Avoidance of delayed transfers of care 	Recurrent	As agreed
Additional SW capacity within ICAT to support MDTs across	<ul style="list-style-type: none"> Provide step up facility to aid admission avoidance in times of crisis 	Mid November 2016 - 31 st March	£ 11,979

Area/Scheme	Expected Outcomes	Scheme Length	Funding Allocated
Community Beds	<ul style="list-style-type: none"> • Step down from Hospital to support patient flow and ensure people are in the right service at the right time • Promote peoples' wellbeing and independence to enable best use of any onward formal support • Avoidance of delayed transfers of care 	12017	
Recurrent funding of additional crisis hours	<ul style="list-style-type: none"> • Provide step up facility to aid admission avoidance in times of crisis • Promote peoples' wellbeing and independence to enable best use of any onward formal support • Provide a crisis response service to greater numbers of people who need it • Support patient flow in emergency situations 	June 2016 to April 2019	£172,900 per annum
Preston/Chorley & South Ribble			
Additional 2 SW into the hospital discharge team – funded by Lancashire Teaching Hospitals	<ul style="list-style-type: none"> • Support patient flow • Support safe and appropriate discharges • Ensure that flow through the hospital discharge team is maintained to avoid significant peaks when all staff are back on duty • Avoidance of delayed transfers of care 		Approx. £7,000 per month (use of agency staff)
Additional SW to support reviews of people discharged from Hospital into intermediate care services	<ul style="list-style-type: none"> • Step down from Hospital to support patient flow and ensure people are in the right service at the right time • Promote peoples' wellbeing and independence to enable best use of any onward formal support • Avoidance of delayed transfers of care 	October 2016 – March 2017	Approx. £30,000 (use of agency staff)

Area/Scheme	Expected Outcomes	Scheme Length	Funding Allocated
West Lancashire			
Extension of Crisis Support service provision	Provide step up facility to aid admission avoidance in times of crisis	1st November 2016 – 31st May 2016	£25,000
SW hours to be provided into CERT to support maximising flow through intermediate care services	<ul style="list-style-type: none"> • Provide step up facility to aid admission avoidance in times of crisis • Step down from Hospital to support patient flow and ensure people are in the right service at the right time • Promote peoples' wellbeing and independence to enable best use of any onward formal support • Avoidance of delayed transfers of care 	UNDER DISCUSSION	UNDER DISCUSSION