



Winter Preparedness

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Winter Preparedness 2023/24

Focussing on preparations:

- Public Health, Wellbeing and Communities
- Adult Social Care
- NHS



Public Health, Wellbeing and Communities

- Seasonal and Workforce Flu Programmes
- Acute respiratory infections / infectious disease support (inc. care homes)
- [Cold Weather alerts](#) – indicating potential health-sector impacts and likelihood of those impacts occurring
- Affordable Warmth – working with district councils to continue a programme of initiatives such as boiler and insulation measures
- Fuel Advice and Support – continuing support to [British Gas Energy Trust](#) fuel debt project for Lancashire, through Citizen's Advice
- Emergency Fuel Vouchers – for those engaging in fuel financial management advice



Public Health, Wellbeing and Communities

- [Lancashire Warm Spaces](#) – grant scheme to support access to warm spaces in the community
 - online directory and supportive resources
 - warm drinks available in Lancashire's libraries, alongside targeted support and information
- [Lancashire Community Food Grant Scheme](#) – grant scheme to address food insecurity
- Food Support – for households with children eligible for free school meals during school holidays



Public Health, Wellbeing and Communities

- A dedicated [Cost-of-Living Hub](#) – detailing the support available to residents and businesses
- Household Goods Support Scheme – supplementing the current [Under One Roof](#) essential household goods support scheme
- Pensioner Benefit Uptake Scheme – ongoing delivery of the pensioner benefit uptake campaign, offering free welfare benefit checks to pensioners on low incomes across Lancashire.
 - 1 April to 30 September 2023 the cash gains into Lancashire amount to c£900k on an annual basis



Highways

- The [Winter in Lancashire](#) webpages include the Winter Service Plan 2023/24



Adult Social Care Winter Plan 2023-2024



Winter Planning - Context

- Each year, Adult Social Care (ASC) produces a winter plan that builds on existing business continuity and resilience plans, setting out the expected challenges, the risks and actions being taken to mitigate those, and additional service capacity being put in place to meet the anticipated surges in demand.
- The plan runs from the 1st October 2023 until the 14th April 2023, so that it covers the Easter holiday period which is always a challenge coming on the back of the 'end' of winter.
- ASC works closely with NHS in supporting the NHS and health and care system winter plans
- There continues to be sustained pressures on adult social care and Adult Social Care planning has taken into account:
 - the continued challenges and pressures across the health and social care sector
 - continued increase in demand for social care
 - the likely prevalence of winter Flu and Covid 19
 - continued pressures across the care market
 - sustained workforce challenges including recruitment, retention and fatigued staff who have experienced no real reduction in pressure since the start of the pandemic in 2020



Winter Planning – Funding & Oversight



There is no specific winter funding for Adult Social Care. Funding for our winter surge and resilience capacity has been identified through the use of specific adults services reserves



Delivery, spend and performance will be monitored throughout the implementation of the plan via the Adult Social Care Winter Group, chaired by the Head of Adult Social Care: Urgent Care, Acute & Prisons.



There are financial risks relating to our plan including:

Funding of some critical ongoing intermediate care services remain funded through short term monies eg Additional Discharge Fund

Cost of living impacts may continue to have implications for our providers

Health pressures could lead to greater demand than expected with associated cost implications

Winter Planning – What's In The Plan

- The winter plan sets out a range of service continuity, enhancements and ASC responses designed to enable more people to return directly home after a stay in hospital, avoid unnecessary hospital or Care Home admissions and have the opportunity to maximise their independence.
- Additional capacity is set out in the plan including:
 - Additional crisis/Home First & Reablement hours
 - Small volume of additional workforce capacity – overtime for staff, additional care navigation capacity for winter
 - Testing trusted assessor arrangements with care providers
 - Additional Section 12 Doctor capacity through winter
 - Assistive technology and equipment – hospital discharge and intermediate care beds
 - Pump prime VCFSE market stimulation work relating to low level social care tasks



Winter Planning – What's In The Plan cont

- As well as additional short term capacity specifically mobilised for winter, there are several other schemes and services already in place which will have positive impact across this winter and support people. These include:
 - Range of intermediate care services – home and bed based – supporting people to recuperate, recover and wherever possible maximise independence
 - Support, advice and interventions from the Infection Prevention & Control team
 - Transformation of our LCC residential rehab beds
 - Mental Health Wellbeing Team
 - Health and Housing Coordinators
 - Public Health initiatives and services such as Affordable Warmth and Good Day Calls
 - Home Recovery Hospital Discharge scheme – one-off grants for carers



Lancashire Health & Wellbeing Board

Resilience & surge planning for winter 2023/24

14 November 2023

Craig Frost, Associate Director, Urgent & Emergency Care

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Winter planning guidance 2023/24

Two key measures:

- 76% of patients being admitted, transferred or discharged from emergency departments within 4 hours by March 2024, with further improvement in 2024/25
 - **(August 76.78%; September 75.94%)**
- Category 2 ambulance response times - average of 30 minutes over 2023/24, with further improvement in 2024/25
 - **(August 00:27:19; September 00:29.07)**

Four key areas:

- High impact interventions
- Reviewing the operational plan and trajectories
 - Focus on Christmas and New Year
 - Mobilising additional capacity e.g. Flu/Covid
- System partner working
 - SCC OPEL escalation
 - Partner roles and responsibilities
- Supporting workforce – improve retention and staff attendance (vaccinations, wellbeing)

Launch of incentive scheme - type 1 A&E providers to overachieve on planned performance in return for receiving a share of a £150m capital fund in 2023/24

UEC tiered intervention

- Tier 1 – intensive support
- Tier 2 – light touch
- Tier 3 – Core/universal support offer – Lancashire & South Cumbria is in this tier

Winter planning process 2023/24

- **Numerical return**
 - Pre-populated from operational plan (review against the demand & capacity plans submitted May)
- **Narrative - Key lines of enquiry (KLOE)**
 - How will the system work together to delivery on its collective responsibilities
 - How the 10 high-impact interventions will be delivered (consider alongside the urgent and emergency care maturity assessment)
 - Planning for discharge, intermediate care and social care provision (including Better Care Fund demand and capacity planning)
 - Narrative supporting amendments from operational plan numerical
 - Escalation plans
 - Workforce
- All partners participated in developing responses to Key Lines of Enquiries
- Submitted to region **11 September 2023**
- NHS England (regional and national teams) reviewed, provided feedback
- The narrative plan was re-submitted on **27 September 2023** following assurance clarification process by NHS England

Place winter plans 2023/24

Plans will be informed by:

- National and place priorities
- Universal Support Offer
 - Self-assessment against 10 high impact interventions
 - Delivering iUEC improvement (support modules)
 - NHS impact website (good practice guides, support forums and webinars)
 - Recovery champions and building capability
- Outputs from Alternatives to Emergency Department (AtED) sessions
- Schemes mobilised/expanded at place
- Transformation of pathways
- Outputs from the Fit for the Future strategy event held on 26 July 2023
 - Well attended system wider partners (100+)
 - Priorities identified at place to inform future planning

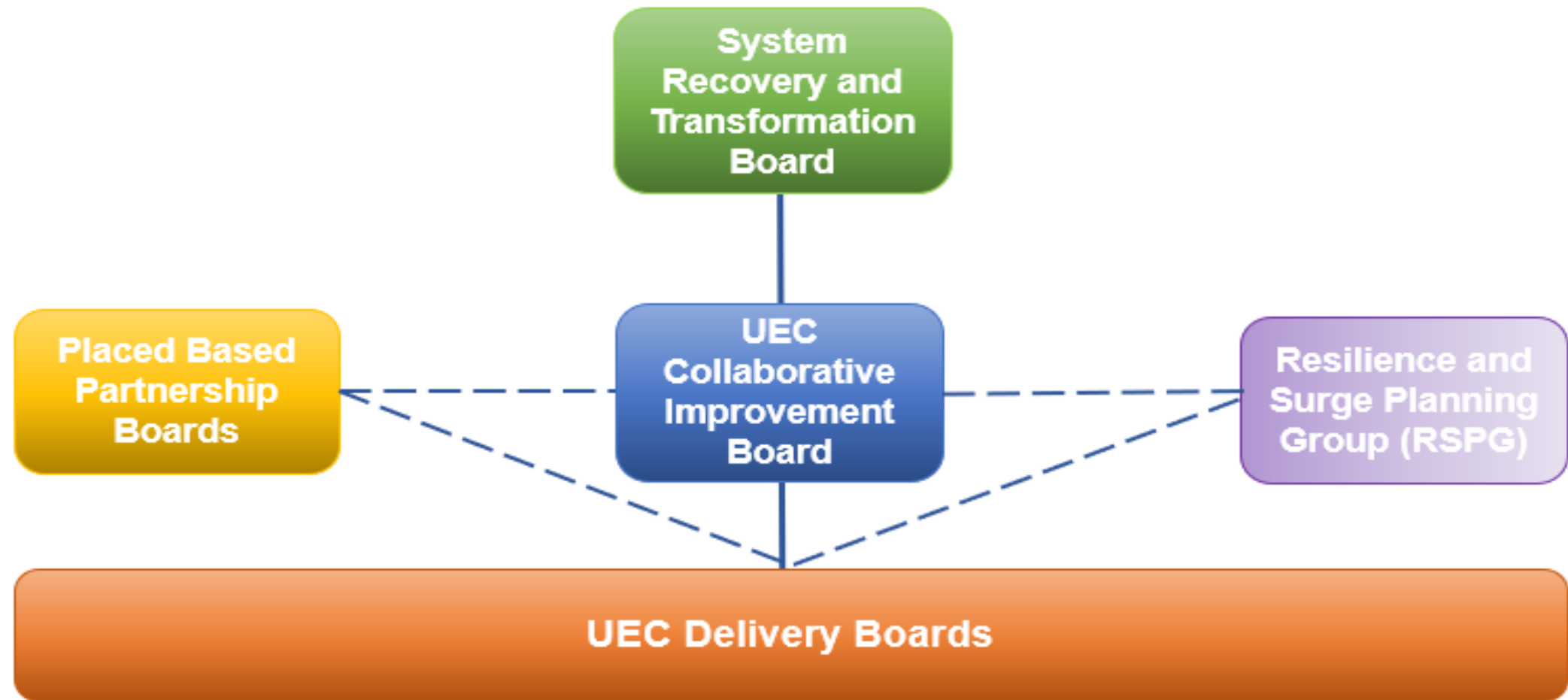
Lancashire & South Cumbria (LSC) ICB received £40.147m

- £28.355m supporting nine programmes of work across Lancashire and South Cumbria e.g. Home first, community beds, acute frailty units, hospital beds
- £11.792m being utilised for existing provision e.g. Clinical Assessment Service, Integrated Urgent Care, Discharge to assess provision

Winter campaign

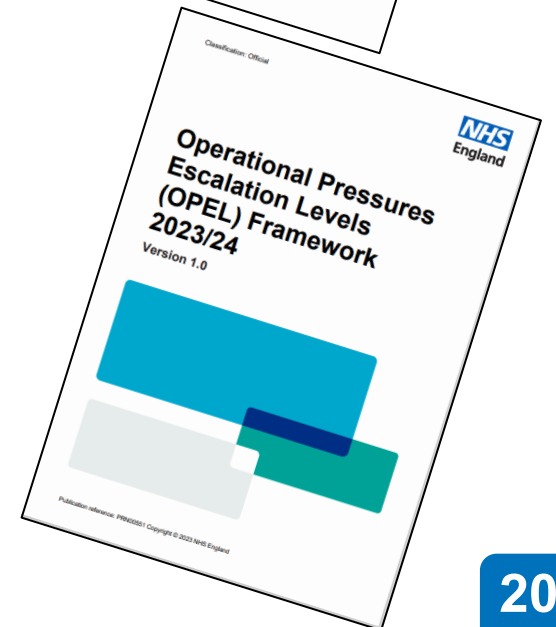
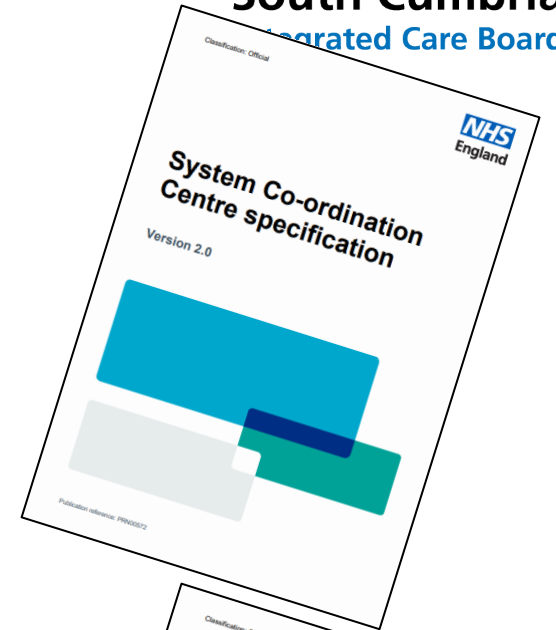
- NHS communication teams across Lancashire and South Cumbria are working together to provide consistency, reduce duplication in planning and preparation, prepare content and amplify messages.
- Webpages created to support signposting in winter messaging: www.healthierlsc.co.uk/winter
- Our approach will focus on the following key areas:
 - **Prevention:** Reducing avoidable hospital admissions by helping people stay well.
 - **Signposting:** Reducing inappropriate attendances by helping people choose the right service at the right time.
 - **Self-care:** Simple steps people can take to prevent illness, raising awareness of common winter conditions and how to seek expert advice and self-treatment through pharmacies.
- 13,750 hard copies of NHS winter advice booklet provided by NHSE. Available for collection from County Hall and the Health Innovation Centre. Email lscicb.communications@nhs.net to arrange.
- Toolkits being produced for use by all system partners (will include press releases, social posts, websites/intranet/newsletter content, digital screen slides).
- Winter key messages document circulated to Place.

Governance



Summary of Key Changes to SCC and OPEL

- NHSE published a revised operating model for the SCC and a revised OPEL Framework in August 2023, for implementation from 4 December 2023.
- Revised OPEL Framework marks a significant departure from the 2018 Framework with a more prescriptive approach to both measuring OPEL levels. The framework calculates the OPEL Level at acute trust, ICS, Region and Nationally. As now, the OPEL Levels are 1 through 4 with 1 as the lowest level.
- A greater degree of clinical input is being introduced and the SCC will have constituent membership of relevant clinical governance and quality assurance forums within the ICS and ICB.
- The SCCs role and responsibility in system escalation is more clearly defined and articulated in the OPEL framework, along with the role and responsibility of system partners.
- To enable the SCC to oversee the system, real time monitoring of a core set key metrics is required via a digital platform that is capable of incorporating wider system metrics.
- The system response to OPEL scoring is outlined, but not exclusively, in a set of core action cards, which SCCs are expected to ensure are enacted. These outline meeting cadence and actions for all health and care partners.
- Four Task and Finish Groups have been set up and an action plans drawn up to support implementation of the new approach from 4 December 2023.



Thank you

Discussion

