

CUMBRIA HEALTH AND WELLBEING BOARD

Meeting date: 20 November 2020

**From: Executive Director – People, Cumbria County Council
Chief Operating Officer – North Cumbria Clinical Commissioning Group
Chief Officer - Morecambe Bay Clinical Commissioning Group**

WINTER PLANNING

1.0 EXECUTIVE SUMMARY

- 1.1 *This report sets out the steps that are being taken across the Health and Care systems to prepare for the expected Winter pressures.*
- 1.2 *In particular, the report highlights the interdependencies between the response to Covid 19 and the management of these pressures.*

2.0 LINKS TO THE HEALTH AND WELLBEING STRATEGY

- 2.1 The Health and Wellbeing Board exists to provide strategic leadership and promote closer integration of health and care, through partners working together to ensure that everyone in Cumbria can benefit from improvements in health and wellbeing.
- 2.2 The Board has a responsibility to ensure a collective awareness of the major changes, pressures and risks across health and wellbeing services and provide opportunity to review, comment and consider the opportunities for collaborative approaches to address or manage these.
- 2.3 The Board is responsible for providing a structure for strategic local planning and accountability of health and wellbeing related services across a range of sectors and providers and for providing County-wide strategic leadership to public health, NHS, Adults Social Care, Children's Services and other relevant local authority commissioning - acting as a focal point for determining and agreeing health and wellbeing priorities and outcomes.

3.0 RECOMMENDATION

- 3.1 *That the Board note that, in order to meet national requirements the following actions have been taken, as set out in section 4.19:*

- i. In both North Cumbria and Morecambe Bay the new discharge arrangements are being introduced.*
 - ii. System winter plans have been prepared for North Cumbria and Morecambe Bay and have been submitted through the relevant ICS and Regional assurance processes.*
 - iii. In line with the National Phase 3 requirements, partners across Cumbria have been restoring non-COVID activity since July and have submitted their 2020/21 recovery plans to the ICSs in late September.*
 - iv. A consolidated Adult Social Care Winter Plan has been produced and agreed by the County Council.*
- 3.2 The Board is also asked to note and endorse the considerable amount of locally initiated improvement work that has taken place to prepare for winter in addition to these national requirements.**

4.0 BACKGROUND

4.1 There are often extreme pressures on health and social care during the winter months – and increasingly at other times in the year. The contingency arrangements and effective management of unscheduled and planned care activities is required especially within the winter period. Whilst winter is traditionally a busy period for social care services, it is also a time where there can be sudden and unpredictable increase in demand.

4.2 The COVID-19 pandemic has also placed significant additional risks and pressures on the system for this winter period.

4.3 In response to this combination of factors there has been significant national direction which has shaped the systems response in preparing for the additional peaks in demand over the winter and how the additional risks of the COVID-19 pandemic will be mitigated, in collaboration across wider health and care partners.

4.4 National Direction – Hospital Discharge

4.5 On the 19th March 2020, the government released guidance for hospital discharge processes during COVID-19. This reinforced and mandated the previous national shift towards “Home First” and Discharge to Assess. A revised version of this guidance was reissued on 21st August with the expectation from Government that this would form the basis of a long-term, post- COVID-19, approach to discharge.

4.6 In both North Cumbria and Morecambe Bay the new discharge arrangements are being introduced.

4.7 National Direction – NHS

4.8 Following the announcement of the COVID19 pandemic at the end of March 2020, the NHS had been under Level 4 Major Incident command and control directions from NHSI/E. As part of that response, the majority of non-COVID related activities were suspended – with the exception of urgent care and some cancer related activities.

- 4.9 On the 31st of July 2020 the NHS received guidance (referred to as “Phase 3”) detailing the requirements of NHS organisations to deliver over the remainder of the 20/21 financial year. It set out that the NHS EPRR incident level will move from level 4 (national) to level 3 (regional) but under close review
- 4.10 In addition, three priority areas were identified
- Restoration and recovery: Accelerating return to near-normal levels of non-Covid services, making full use of the capacity available in the ‘window of opportunity’ between now and winter
 - Preparation for winter: winter demand alongside further probable Covid spikes
 - Learning lessons: Doing the above in a way that takes account of lessons learned during the first Covid peak; locks in beneficial changes; and explicitly tackles fundamental challenges
- 4.11 System winter plans have been prepared for North Cumbria and Morecambe Bay and have been submitted through the relevant ICS and Regional assurance processes, detailing the response that organisations would provide to a further wave of the Covid pandemic.
- 4.12 In line with the National Phase 3 requirements, partners across Cumbria have been restoring non-COVID activity since July and will have submitted its 2020/21 recovery plans to the ICS in late September.
- 4.13 National Direction – Adult Social Care**
- 4.14 On the 18th of September, the Government published a policy paper “Adult social care: our COVID-19 winter plan 2020 to 2021”. This set out the key elements of national support available for the social care sector for winter 2020 to 2021, as well as the main actions to take for local authorities, NHS organisations, and social care providers, including the voluntary and community sector.
- 4.15 Specifically, the DHSC has instructed Councils to identify care homes that can take COVID-19 positive patients to allow discharges from hospital and to ensure that the appropriate IPC measures in place and to have them checked by the CQC. This is something we have been engaging with the market with prior to the Government announcement, including strict COVID-19 secure criteria which has been put in place to mitigate against the risks of transmission in care homes which is our top priority.
- 4.16 The Government’s policy document also states Local Authorities should *“write to DHSC by 31 October confirming they have put in place a winter plan and that they are working with care providers in their area on their business continuity plans, highlighting any key issues if needed, in order to receive the second instalment of the Infection Control Fund. These plans should consider the recommendations of this Winter Plan and involve NHS and voluntary and community sector organisations where possible”*.
- 4.17 A consolidated Adult Social Care Winter Plan has been produced and agreed by the County Council and the required assurance letter submitted to Government.

4.18 Local Response

4.19 In response to the national guidance the following work has been undertaken:

- (i) In both North Cumbria and Morecambe Bay the new discharge arrangements are being introduced.
- (ii) System winter plans have been prepared for North Cumbria and Morecambe Bay and have been submitted through the relevant ICS and Regional assurance processes.
- (iii) In line with the National Phase 3 requirements, partners across Cumbria have been restoring non-COVID activity since July and have submitted its 2020/21 recovery plans to the ICS in late September.
- (iv) A consolidated Adult Social Care Winter Plan has been produced and agreed by the County Council.

4.20 However, in addition to responding to national requirements, the consolidated winter planning that has taken place has built on the work that had been initiated as part of the rapid improvement processes that have been put in place to address the historic challenges faced by the health and care system in Cumbria.

4.21 Historically, there have been ongoing significant challenges across the Cumbrian Health and Social Care system, particularly in relation to delayed transfers from acute and community hospital settings. The need for integrated planning to address these challenges is critical and partners have been collaborating to ensure that we work in ways that promote independence, support people to remain at home and avoid premature, admission to long term social care and acute hospitals and that patients are discharged home or closer to home, in safe and timely manner, with the appropriate health and social care support.

4.22 In addition to addressing system flow through the acute and community hospitals, work has also been undertaken to analyse and address the impact of COVID-19 within the wider community specifically including impacts on unpaid carers and their support over this period. There is also recognition of the extreme pressures the COVID-19 pandemic has placed on some care providers and the heightened need to monitor and support the care market through this challenging period.

4.23 In order to address these issues, considerable work has been undertaken across the North and South Health and Care Systems. These have included:

- Winter Planning Session with Morecambe Bay
- North Cumbria Winter Risk Summit
- Analysis of the learning from the two CQC reviews of COVID-19 response
- Learning from the LGA/NHSE/NHSI review that was commissioned by the North Cumbria Health and Care System
- North Cumbria Discharge to Assess Gap Analysis
- South Cumbria Discharge to Assess Gap Analysis
- South Cumbria Development of Integrated Case Allocation Team (ICAT)

- Market analysis and proposals for strengthening support to the formal and informal care market
- 4.24 As a result of this proactive work, many of the actions in our winter plans incorporate our response to COVID-19, the work to implement the previous DHSC discharge guidance or are part of the rapid improvement workstream already initiated by the system.
- 4.25 Appendices 1 and 2 set out some of the actions that are contained in the winter plans for North Cumbria and Morecambe Bay. Appendix 3 sets out some of the actions contained in the Adults Social Care.
- 4.26 Whilst the appendices are set out as separate action plans it is important to note that the actions in the Adults Social Care action plan have also been incorporated into the planning for the North and Morecambe Bay winter plans.

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November 2020

APPENDICES

Appendix 1 – North Cumbria Winter Planning presentation

Appendix 2 – Morecambe Bay Winter Planning presentation

Appendix 3 – Cumbria County Council presentation

BACKGROUND PAPERS

No background papers.

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