

Barnsley Urgent & Emergency Care Delivery Board Strategic Winter Plan 2021/22

1.0 Introduction

- 1.1 The purpose of the attached report, the Barnsley Strategic Winter Plan 2021/22 – System Overview (Item 5b), provided by the Barnsley Urgent & Emergency Care Delivery Board, is to provide the Overview & Scrutiny Committee (OSC) with a strategic overview of the arrangements in place in Barnsley to enable the effective delivery of health and care services for patients throughout the winter period. It focuses on meeting the needs of the population and responding to the anticipated winter pressures and the potential resurgence of COVID 19.
- 1.2 To give context to the report, it should be read alongside the summary of the Barnsley Integrated Care Partnership's (BICP) Health and Care Summary Plan 2021/22 (Item 5c) which sets out the broader approach and priorities for health and care services during 2021/22.
- 1.3 It is important to note that the Barnsley Strategic Winter Plan is not intended to duplicate or replace individual provider/partner operational plans and processes which form an integral part of business continuity arrangements. It is intended to set out the 'system arrangements' for winter and complement the other plans by increasing the focus on winter and providing a co-ordinated approach across the whole health and social care system.

2.0 Background

- 2.1 As in other years, winter is not an emergency, but is an element of good business continuity and contingency planning. It is an annual event and, for the most part, pressures can be forecast, and to some extent, the weather and the nature of prevailing infectious diseases.
- 2.2 In 2021 however, winter continues to be set against the back drop of COVID-19 and therefore winter planning is set in the context of the Government's 'COVID 19 Response: Autumn Winter Plan' published in September 2021.
- 2.3 The Government plan is set around five key areas aimed at sustaining the progress made in the response and recovery from COVID 19 and prepare the country for future challenges, while ensuring the NHS does not come under unsustainable pressure. The Government plan to achieve this by:
- a) Building defences through pharmaceutical interventions: vaccines, antivirals and disease modifying therapeutics
 - b) Identifying and isolating positive cases to limit transmission: Test, Trace and Isolate
 - c) Supporting the NHS and social care: managing pressures and recovering services
 - d) Advising people on how to protect themselves and others: clear guidance and communications
 - e) Pursuing an international approach: helping to vaccinate the world and managing risks at the border
- 2.4 The Barnsley Urgent and Emergency Care Delivery Board, chaired by the Deputy Chief Executive, Barnsley Hospital NHS Foundation Trust is responsible for bringing together all local Health and Social Care partners to develop a co-ordinated and planned approach to dealing with urgent care and the pressures associated with winter, ensuring an integrated response to any emergency or disruptive challenge impacting on the health community.

2.5 The Delivery Board membership consists of representatives from the following organisations:

- Barnsley Hospital NHS Foundation Trust (BHNFT)
- NHS Barnsley Clinical Commissioning Group (CCG)
- South West Yorkshire Partnership NHS Foundation Trust (SWYPFT)
- Yorkshire Ambulance Service (YAS)
- Barnsley Healthcare Federation
- Barnsley Metropolitan Borough Council (BMBC)
- Barnsley CVS
- Healthwatch Barnsley

2.6 The Board plays a key role, supporting the development of a Barnsley response to national, regional and local requirements for urgent and emergency care, ensuring partners' actions are co-ordinated and pulled together to form a cohesive local strategy for improving and delivering integrated urgent care services in Barnsley.

2.7 The Board also has oversight of performance and provides the strategic level of support for escalation arrangements and ensures a system wide response addressing any significant periods of pressure.

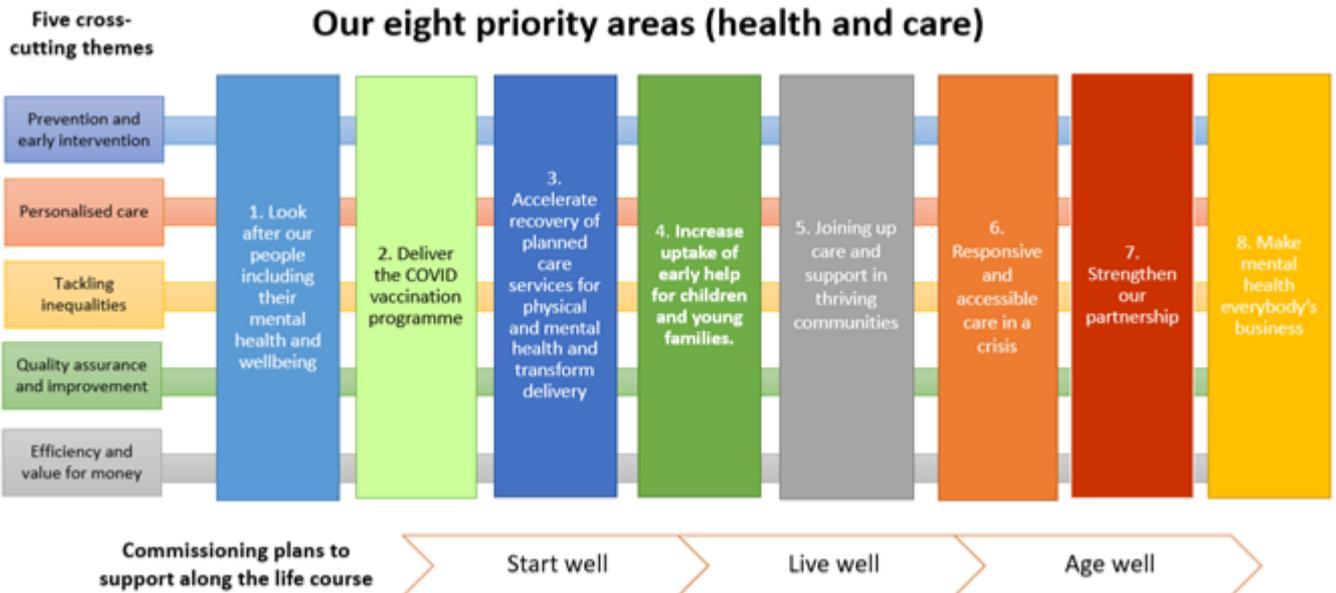
2.8 The last year has been incredibly difficult for everyone. For health and care services, it has been a period like no other and services continue to be under significant strain. Pressures presented by the pandemic include:-

- preparing for a likely surge in illness in spring 2020 and maintaining services whilst protecting staff and service users from the virus
- staff working tirelessly to restore services and accelerate treatment during the summer and autumn
- people having to wait longer for treatment due to social distancing measures and limitations of the health and care estate
- an increase in demand for health and care services since the easing of restrictions resulting in some people experiencing difficulties accessing care when they need it
- many services experiencing unprecedented levels of demand such as general practice, A&E and parts of community services

2.9 The plans for winter 2021/22, both operational and this strategic plan, aim to ensure that learning from winter 2020/21, along with key risks identified have been taken account of and that the resilience of services is strengthened to ensure access to the right care at the right time and in the right place.

3.0 Current Position

3.1 The plan outlines the eight priority areas for health and care for 2021/22 along with the five cross-cutting themes and the deliverables identified to achieve those priorities:-



3.2 In addition, it also outlines the key lessons learned from winter 202/21 which will be used to prepare services for winter this year; the headlines specifically related to managing demand over the winter period; and demonstrates how key elements of individual plans come together to meet expected levels of demand by ensuring appropriate capacity is in place across the system in order to manage peaks in pressure that they see every year, taking into account the potential impact of any increase in the prevalence of Covid 19.

3.3 The Barnsley UEC Delivery Board will continue to have oversight of activity and performance and will oversee the delivery of the winter resilience schemes included within the plan. The Board will also continue to identify improvement actions to ensure that services are able to effectively meet the urgent and emergency care needs of the local population.

3.4 Throughout the winter period the Board will undertake ongoing review and evaluation of plans, assessing the impact of the developments put in place and where appropriate identifying additional actions to support the system during periods of increased pressure.

4.0 Key System Risks

4.1 The key risks/issues for the winter period, identified by the UEC Delivery Board are:

- Excessive demand for services across all areas of the system
- Risk of further pressures as a result of the rate of infection with flu and fluctuating levels of Covid19 infection amongst staff and patients
- Resilience and capacity of external provider market for social care provision - Home care / Reablement resource to meet demand
- Risks to discharge and flow due to capacity in NRU, IMC & community care packages
- Workforce challenges – Sickness, morale, and mental health
- Multiple outbreaks of flu and/or covid-19 in community including care homes
- Consistency of Primary care provision for streaming and navigation at the A&E Front Door
- Ongoing Covid19 issues – Track and Trace (patients and staff), Access to PPE across the Place partners, Social distancing

5.0 Invited Witnesses

5.1 The following witnesses have been invited to answer questions from members of the committee:-

- Wendy Lowder, Executive Director Adult & Communities, BMBC
- Julie Chapman, Service Director Adult Social Care & Health, Adults & Communities, BMBC
- Andrew Osborn, Interim Service Director Commissioning & Integration, Adults & Communities, BMBC
- Carrie Abbott, Service Director Public Health & Regulation, BMBC
- James Barker, Chief Executive Officer, Barnsley Healthcare Federation
- Bob Kirton, Chief of Delivery and Deputy CEO, Barnsley Hospital NHS Foundation Trust
- Gill Stansfield, Deputy District Director and Clinical Transformation Lead, Barnsley General Community, South West Yorkshire Partnership Foundation Trust
- Jamie Wike, Chief Operating Officer, Barnsley Clinical Commissioning Group
- A representative from Yorkshire Ambulance Service
- Councillor Jenny Platts, Cabinet Spokesperson Adult & Communities, BMBC
- Cllr Jim Andrews, Cabinet Spokesperson, Public Health, BMBC

6.0 Possible Areas for Investigation

Members may wish to ask questions around the following areas:-

- What do you hope to achieve through the implementation of this plan?
- What do you consider to be the greatest barriers to achieving the plan and how do you plan to overcome them?
- Does the plan meet the full needs of all partners, are there any conflicts and are there any gaps between services?
- How confident are you that the plan aligns with the government's winter plan and will achieve the eight priority areas as set out in the report?
- What mitigation has been put in place to address the key risks and issues and how will they be monitored throughout winter to ensure they are well managed?
- Do you have the resources to cover the key risks/issues mentioned in the plan?
- How will the plan be translated into actual practice and communicated to front-line workers to achieve 'buy-in'?
- How will you review and evaluate performance throughout the winter?
- How are the most vulnerable prioritised in your plans?
- What communication tools will you use to ensure your messages reach as many residents as possible?
- What is the focus of the vaccination strategy over the winter period and how well is this going?
- How confident are you that recruitment initiatives will be successful?
- How will you support the external provider market for social care?
- What is the role of the community and voluntary sector and what support is available for them?
- How would you describe the current morale, health and wellbeing amongst staff?

- How are you working with other authorities within the South Yorkshire & Bassetlaw Integrated Care System (SYB ICS) to support each other, identify areas of good practice and to provide the right care at the right time for the residents of Barnsley?
- What can members do to support the implementation of the plan and the work of the Board?

7.0 Background Papers and Useful Links

- Item 5b (attached) – Barnsley Strategic Winter Plan 2021/22 – System Overview report of the Barnsley Urgent and Emergency Care Delivery Board (October 2021)
- Item 5c (attached) – Barnsley Integrated Care Partnership (BICP) Health & Care Summary Plan 2021/22.
- Covid-19 Response: Autumn and Winter Plan, HM Government:-
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1020982/COVID-19-response-autumn-and-winter-plan-2021.pdf

8.0 Glossary

BHNFT	Barnsley Hospital NHS Foundation Trust
BICP	Barnsley Integrated Care Partnership
CCG	Clinical Commissioning Group
CVS	Community & Voluntary Services
OSC	Overview & Scrutiny Committee
ICS	Integrated Care System
NHSFT	NHS Foundation Trust
SWYPFT	South West Yorkshire Partnership NHS Foundation Trust
SYB	South Yorkshire & Bassetlaw
UEC	Urgent & Emergency Care
YAS	Yorkshire Ambulance Service

9.0 Officer Contact

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