

Preparation for winter 2016/17

Trust Board	Item: 12
Date: 28th September 2016	Enclosure: H
Purpose of the Report: The following is aimed to provide the Trust Board with details of: <ul style="list-style-type: none"> • the principles and assumptions underpinning the development of the winter plan • the timescales to which the plan will apply • the management of the plan 	
For: Information <input checked="" type="checkbox"/> Assurance <input type="checkbox"/> Discussion and input <input checked="" type="checkbox"/> Decision/approval <input type="checkbox"/>	
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Risk Implications – Link to Assurance Framework or Corporate Risk Register:	Strategic Objective 1
Legal / Regulatory / Reputation Implications:	
Link to Relevant CQC Domain: Safe <input checked="" type="checkbox"/> Effective <input checked="" type="checkbox"/> Caring <input checked="" type="checkbox"/> Responsive <input checked="" type="checkbox"/> Well Led <input checked="" type="checkbox"/>	
Link to Relevant Corporate Objective:	Strategic Objective 1
Document Previously Considered By:	
Recommendations: The Board is asked to comment on and approve the plan for winter 2016/17.	

Briefing for the Trust Board meeting to be held on 28th September 2016.

Introduction

The following is aimed to provide the Trust Board with details of:

- the principles and assumptions underpinning the development of the winter plan
- the timescales to which the plan will apply
- the management of the plan

Principles

These principles have been based on assumptions regarding the expectations of NHS England for winter planning and from experience of the effective management of winter at Kingston Hospital in 2015/16

- The Trust will aim to have 20% of its adult bed stock empty by 23rd December, thereby ensuring that patients are discharged home for Christmas wherever possible and that beds are available for the anticipated increase in admissions after the festive period.
- The plan will aim to ensure that the full elective programme continues (with the exception of the period from 24th December to 15th January) throughout the winter period. This will be achieved through the effective theatre scheduling, optimised use of the day surgery unit and the use of beds on Coombe Wing as necessary. Cancer, urgent and long waiting elective patients will be managed at all times.
- Plans will be fully developed to ensure the safe and effective deployment of available escalation beds. This will include the advance allocation of beds to consultant teams and the identification of a lead nurse on Claremont Ward.
- The plan will ensure that anticipated gaps in staffing,
- The plan will aim to ensure that specialities are cohorted in escalation beds. This will be achieved by routing all medical emergencies through the acute assessment unit, with surgical emergencies being managed through Astor Ward and the early designation of escalation beds to speciality teams. This will also ensure that the appropriate clinical support is provided to escalated beds.
- The plan will aim to engage external partners to ensure that enhanced services are available in the community over this period, that these are publicised to patients and staff and that communication between partners is effective.

Timescales

The plan will be in three phases

Phase 1: 12th – 23rd December where the focus will be on preparation for discharge and the freeing of bed capacity.

Phase 2: 24th – 15th January where the focus will be on the management of an anticipated increase in attendances and admissions after Christmas and the management of urgent elective patients.

Phase 3: 16th January – 28th February where the focus will be on the management of a full elective programme and effective management of emergency admissions.

Management

- A winter planning group led by the Chief Operating Officer, will ensure the effective delivery of the plan.
- A member of the theatres team will be designated as responsible for reviewing all elective admissions to day surgery and main theatres on a daily basis to ensure that as many patients as possible are recovered in day surgery and that Coombe Wing is used appropriately.
- The A&E delivery board, chaired by Dr Naz Jivani, will provide an overview of the health economy plans, of which Kingston hospital's plan will be a key part.