



AGENDA ITEM

5.2

CTM BOARD

REGIONAL PARTNERSHIP BOARD WINTER PLAN

Date of meeting	26/11/2020
FOI Status	Open/Public
If closed please indicate reason	Not Applicable - Public Report
Prepared by	Assistant Director of Planning & Partnerships
Presented by	Clare Williams, Executive Director of Planning & Performance (Interim) Alan Lawrie, Executive Director of Operations
Approving Executive Sponsors	Executive Director of Planning & Performance Executive Director of Operations
Report purpose	FOR DISCUSSION / REVIEW

Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/group)

Committee/Group/Individuals	Date	Outcome
Regional Partnership Board	12/11/2020	APPROVAL SOUGHT
Management Board	18/11/2020	NOTED

ACRONYMS

CTM	Cwm Taf Morgannwg
D2RA	Discharge to Recovery and Assist
ILG	Integrated Locality Group
LA/s	Local Authority/Authorities
PPE	Personal Protective Equipment

RPB	Regional Partnership Board
TTP	Test, Trace and Protect
WG	Welsh Government
WPP	Winter Protect Plan

1. SITUATION/BACKGROUND

- 1.1 The Cwm Taf Morgannwg (CTM) Regional Winter Protection Plan (WPP) 2020-21 (**Appendix 1**) sets out CTM Regional Partnership Board's (RPB) response to the Welsh Government (WG) Winter Protection Plan. The Plan has been developed with input from all of the regional statutory and voluntary sector partners. It demonstrates an approach that is deliverable and addresses the challenges associated with both the COVID-19 pandemic and the usual winter pressures across the region.
- 1.2 The aim of the Plan is to:
- Respond to the Welsh Government's six goals of urgent and emergency care;
 - Prevent unnecessary hospital admission;
 - Optimise digital technology;
 - Enhanced support for the frail and elderly at home, in care and within healthcare settings;
 - Minimise impact of COVID 19 resurgence and seasonal influenza;
 - Ensure that Care Homes are supported to deliver ongoing quality care for their residents;
 - Enhance the working arrangements and support from third sector partner agencies;
 - Maximise and enhance access and support via community therapy services;
 - Review patient and staff experience focusing on 'what matters'; and
 - Ensure ongoing consideration and timely support to prioritise staff well-being.
- 1.3 The importance of the WPP in helping the Health Board to respond to these challenges was referenced to in the Resetting CTM Operating Framework for Quarters 3 and 4 of 2020/21. The Framework recognised the need to balance the demands on unscheduled care whilst retaining urgent and essential services and how the expansion of integrated community and primary care services could support these streams of work through increased provision of services.

- 1.4 The WPP was submitted to WG on the 30 October and included winter preparedness proposals developed by the three Integrated Locality Groups (ILGs) and the three Local Authorities (LAs). These proposals utilise the WG funding allocated to Discharge to Recovery and Assist (D2RA) pathways.
- 1.5 The Health Boards Test, Trace and Protect (TTP) and Mass Vaccination Programmes complete the streams of work that form the CTM Regional Winter Protection Plan.

2. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

- 2.1 The development of winter preparedness proposals has been underpinned by reference to the six goals of urgent and emergency care recently published through WG. These include: Contact Ahead and introduction of 111; the creation of a 24/7 urgent primary care model in at least one Cluster and the ongoing enhancement of out of hours primary care across CTM; Enhanced Capacity and Capability on Ambulatory Care / Same Day Emergency Care within the three ILGs and ensuring the delivery of the four discharge to recovery; and assess pathways which is being led by our LA partners. The WPP requires the Health Board to continue to work in partnership with Local Authorities and Third Sector organisations in order to effectively implement the proposed service models during the winter period.
- 2.2 The RPB's Transformation schemes are integral to the WPP and CTM's Resetting work for Quarters 3 and 4. Through the enabling of unscheduled care patients to be provided with enhanced care at home, the impact of the Transformation work has been assumed to significantly reduce hospital unscheduled care demand. This has informed the Health Board's demand and capacity requirements to deliver both emergency and urgent and essential services during this period.
- 2.3 The Discharge to Recover then Assess model is predicated on optimising recovery and reablement/rehabilitation. Proposals within the WPP include the following: additional capacity for support @home services (short term intervention) over winter period to facilitate hospital discharge or prevent admission; additional capacity to support carers including crisis support to facilitate hospital discharge or prevent admission; increased capacity for community equipment services, including delivery drivers and equipment provision; increased support to ED and frailty teams and improved partnership working; improved patient safety and experience; and the provision of additional capacity across community services to support people

to return home through the provision of packages of care and further assessment to be undertaken.

- 2.4 Noting that overall, CTM is looking to deploy £11.2m towards winter protection excluding bed capacity increases, TTP and Mass Vaccination, it is important to measure the impact of the various proposals that make up the WPP. A range of suggested performance measures are included within the WPP itself from how they prevent hospital admissions and reduce frequency of assessments in Emergency Departments, to ensure timely transfers home to reduce risk of harm and improve outcomes. It is vital that any metrics used also reflect the return on investment and where appropriate can relate back to existing data collected to evidence tangible reductions in admissions or delayed transfers of care.

3. KEY RISKS/MATTERS FOR ESCALATION TO BOARD/COMMITTEE

- 3.1 There are a number of key risks highlighted with the WPP which will prevent the planned proposals to be effectively implemented. These include:
- The challenges of managing the demands that Covid-19 places on our whole Health and Social care system from the increased pressures it places on the delivery of acute and community services through to the resilience of the workforce and care homes and the supply of PPE and medicines;
 - The usual winter pressures risks that see a number of health conditions exacerbated by the cold weather i.e. chronic conditions, mental health, seasonal flu and influenza leading to increased demand on unscheduled and urgent care services; and
 - Workforce, in terms of the resilience of existing staff given the challenges of Covid-19 in terms of requiring non patient facing roles due to underlying health conditions, burn out from the constant pressures of delivering the response required and reduced availability due to increase in sickness, extreme weather events and the Christmas and New Year period. Also risks in being able to recruit to the additional workforce required to implement the proposals of both the ILGs and the Local Authorities.

4. IMPACT ASSESSMENT

Quality/Safety/Patient Experience implications	Yes (Please see detail below)
	One of the key aims of the WPP is to design services around the individual and groups, ensuring that they are of a high quality and meet all Health and Safety requirements.
Related Health and Care standard(s)	Timely Care, Safe Care, Dignified Care, Effective Care, Staff and Resources
Equality impact assessment completed	No (Include further detail below)
	Not yet assessed.
Legal implications / impact	There are no specific legal implications related to the activity outlined in this report.
Resource (Capital/Revenue £/Workforce) implications / Impact	Yes (Include further detail below)
	The resource implications are outlined in the WPP.
Link to Strategic Well-being Objectives	Work with communities and partners to reduce inequality, promote well-being and prevent ill-health

5. RECOMMENDATION

- 5.1 The Board is asked to:
- 5.2 **NOTE** and **DISCUSS** the Winter Protect Plan 2020/21 that has been submitted by the CTM Regional Partnership Board to Welsh Government.