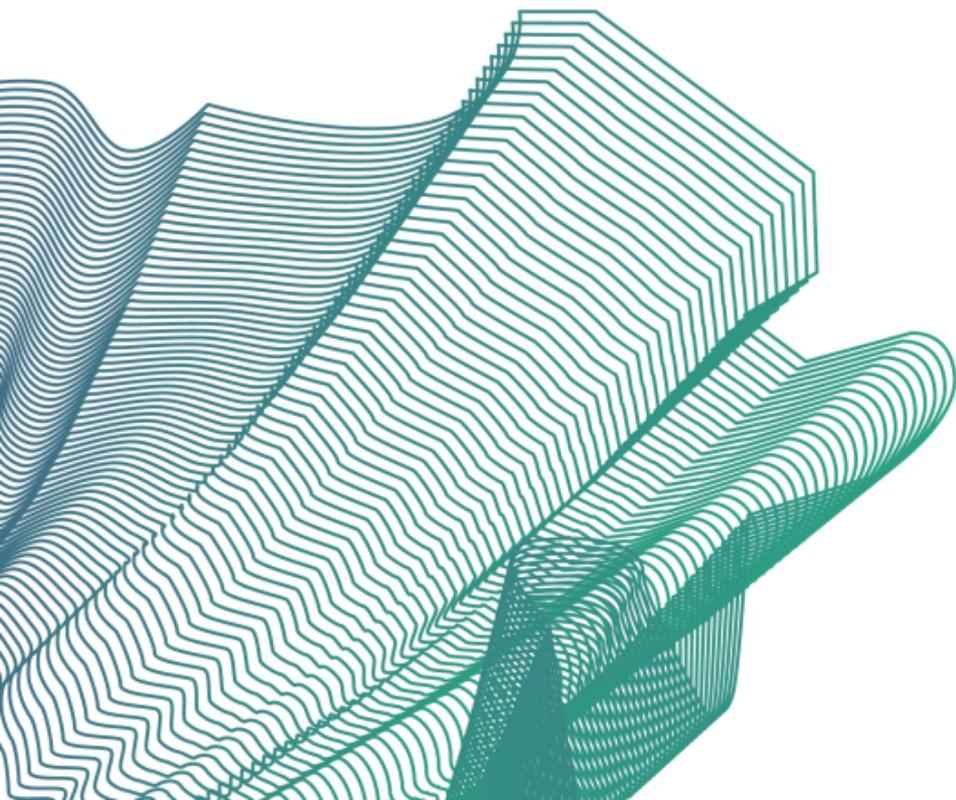


ROTHERHAM

ROTHERHAM PLACE PARTNERSHIP | HEALTH AND SOCIAL CARE

Health Select Commission Rotherham Place Winter Plan

November 2023



South Yorkshire
Integrated Care Board

**Rotherham, Doncaster
and South Humber**
NHS Foundation Trust

The Rotherham
NHS Foundation Trust

Rotherham 
Metropolitan
Borough Council



 **CONNECT
HEALTHCARE**
ROTHERHAM CIC

Introduction

- Developed in collaboration with all Place partners
- Builds on learning from previous years
- Approval and assurance through the Urgent Emergency Care (UEC) Board in September and taken through UEC Alliance, Place Leadership Board to Health and Well Being Board
- Additional resources prioritised, allocated and assured through the Better Care Fund supporting integrated working across health and social care



Summary of Learning

Key Themes

- **Key pressure points:** Primary care, Urgent & Emergency Care Centre (UECC), Discharge including access to community services impacting on system flow
- **Winter came early:** pre Christmas 2022, acute respiratory infections/Covid
- **Impact of industrial action and cost of living** will continue to be a factor

What Worked Well

- Whole system approach
- Strong partnership working
- Targeted schemes
- Additional senior management support at key pressure points
- Acute escalation framework & command centre

Challenges

- Short term funding schemes/recruitment challenges
- Unprecedented pressures Nov & Dec 2022, including paediatric acute respiratory
- Pressure on general and acute beds
- Barriers to timely discharge and decision making
- Communication challenges in fast changing context

Strategy

- National funding 2023-5, enables longer term planning
- Winter schemes starting before Christmas
- Target key themes:
 - Access to primary care
 - Alternative pathways to UECC
 - New ways of working/investment in community
- Right size general and acute bed base
- Review escalation framework and access to information to provide whole system overview

This year in primary care

- Primary care hub delivered by the GP Federation, Dec-Feb to support acute respiratory infections and seasonal variations (national forecasts suggest flu peak Jan - Feb)
- Additional clinical capacity
- Additional reception capacity and hosted (cloud) telephony in place in all practices, call back functionality, without losing place in the queue
- Community teams linked to all practices
- All CQC registered care homes have an aligned GP practice with specific responsibilities to provide continuity of care and avoid admission to hospital
- Flu and Covid Vaccinations delivered as a system using PCN/practice footprint, including residents and staff in care homes

This year: alternative pathways to the emergency department

Virtual ward (hospital at home)

- For people who would otherwise be in an acute bed
- Frailty and acute respiratory pathways
- Utilising remote technology where appropriate to identify changes in condition
- Avoiding unnecessary admissions and facilitating early discharge

Urgent Community Response (UCR)

- 2 hour response standard – 70% of the time
- 9 clinical conditions

Yorkshire Ambulance Service (YAS) PUSH model

- Where 999 called, but does not require an emergency response
- Calls 'pushed' to Rothercare for falls with no injury and UCR for minor injuries and illness

Same Day Emergency Care

- Medicine, surgery and gynae
- Direct access for YAS, avoiding UECC/admission

This year: in the acute hospital

Urgent & Emergency Care Centre (UECC)

- Appointment of 7 new consultants in the last year
- Improved nursing position
- Expanded dedicated social worker resource to support avoidance of unnecessary admissions
- Twilight shift for porters
- Improvement programme with YAS

Increase general and acute beds

- 24 additional beds and 15 surge
- Surge plans for paediatrics – beds & staffing
- Plans to protect electives, SDEC and orthopaedics from bedding/outliers

Cancer

- New senior role to oversee cancer and elective care
- Additional MRI scanner has improved MRI waiting times
- Breast pain pathway to filter non 2 week wait patients to the right clinic and improve capacity

This year: discharge

- Medical and pharmacy resource in 'community ready' (discharge) lounge
- Additional patient transport shifts
- Additional nursing, therapy, reablement and social worker resource to support discharge/patients at home
- Home from hospital home care service commissioned to provide additional hours
- Fund to support additional community beds, focussing on complexity
- 15 residential surge beds at Lord Hardy Court
- Out of area trusted assessment pilot
- Care home trusted assessment pilot
- Integrated working with the voluntary and community sector
 - Re-prioritisation of the Age UK hospital after care service
 - Urgent and emergency social prescribing pilot
 - Personal health budget pilot with You Asked We Responded community group

This year in mental health

- Increase in the mental health workforce within primary care with the introduction of Mental Health ARRS (additional roles re-imburement scheme), psychology post and community connectors
- Joint working between Well@work and Rotherhive (working well) to support employers and employees.
- The rollout of more mental health awareness training
- Expansion of the Rotherham Safe Space to four nights a week
- Launch of a new service to support people who have attempted suicide
- Support will be available from the
 - RDaSH /Samaritan Wellbeing Check Pathway.
 - Peer support groups, such as Andy's Man Club, S62, Parent Carers Forum, Survivors of Bereavement by Suicide , Women A.S.K (Acceptance, Support, Kindness mental health support group).
 - A range of community mental health initiatives funded by the BAME Crisis and mental health grant schemes
- Mental health digital resources including Rotherhive and Kooth & Qwell

This year for Children & Young People

- Self help support and wider public health information will be promoted
- CYPs Crisis & Intensive Community Support Team will engage to provide risk assessment/care/treatment to avoid re-presentation at UECC
- The Me in Mind Teams will work intensely with schools to support resilience and provide early intervention where children and young people are showing the early sign of emotional distress.

This year for improved cross system communication & decision making

Community Transfer of Care Hub

- Multi-disciplinary team for referral, triage and assessment of step up and step down patients
- For admission avoidance and discharge, ensuring right level of care according to need
- 24 hour response service / core offer 7 days a week
- Includes nursing, therapy, social workers, reablement co-ordinators, wellbeing/call handlers, pharmacy technician and voluntary & community sector

New escalation framework

- New Place escalation wheel providing holistic view of whole system flow for the first time
- Aligned to national operational pressures escalation levels (OPEL), action cards for each level
- Feeding into team, organisation, Place, South Yorkshire, regional and national framework
- South Yorkshire ICB and Place communications plan
- New operational and performance reports

SY ICB/Place winter communication campaign

Support with Cost of Living – promotion of support schemes

Next steps

- Place workshop to scenario test plans
- Continue to plan for industrial action
- Complete outstanding recruitment
- Launch schemes

