



SHROPSHIRE HEALTH AND WELLBEING BOARD

Report

Meeting Date	16 th November 2023			
Title of report	Joint Commissioning – BCF Quarterly return and winter plan update			
This report is for (You will have been advised which applies)	Discussion and agreement of recommendations	Approval of recommendations (With discussion by exception)	x	Information only (No recommendations)
Reporting Officer & email	Laura Tyler Assistant Director Joint Commissioning laura.tyler@shropshire.gov.uk			
Which Joint Health & Wellbeing Strategy priorities does this report address? Please tick all that apply	Children & Young People		Joined up working	x
	Mental Health		Improving Population Health	x
	Healthy Weight & Physical Activity		Working with and building strong and vibrant communities	x
	Workforce	x	Reduce inequalities (see below)	
What inequalities does this report address?	The actions detailed within the BCF and winter plan aims to take inequalities into consideration			

1. Executive Summary

The Health and Wellbeing Board is the statutory board with authorisation to approve the BCF submissions. The board has previously approved the 2 year plan for 2023-25 submission and is updated on activity. The system is expected to report both fortnightly and monthly as part of the assurance and has recently also requested that the quarterly updates are reinstated as per oversight prior to the pandemic where this was temporarily stood down. The BCF Report was submitted on the 31 October upon approval of both the Executive Director for People, Shropshire Council and the Director of Strategic Commissioning Shropshire, Telford and Wrekin ICB.

Additionally, the Joint Commissioning Group wishes to update the Board on the winter planning process for the system. Key highlights include the Virtual and Sub-acute wards, additional care home support, START, Social Prescribing, Carers, and additional investment in falls response and prevention, focussed on supporting people closer to where they live to remain independent. As well, the plan highlights our work on cost of living and managing our flood response as a system.

2. Recommendations

- a) The Health and Wellbeing Board approves the BCF quarterly reported submitted on the 31 October in appendix 1, and;
- b) the board notes the winter planning summary of actions

3. Report

This report details the recent submission of the quarterly BCF return which is the first quarterly return since prior to the pandemic and also an update on the work the system is doing in its preparation for winter pressures.

BCF

The quarterly BCF return fundamentally focusses on updating the demand and capacity work submitted as part of the two year plan return earlier this year to ensure the numbers continue to reflect current activity. It provides opportunity to review and amend the anticipated demand and capacity figures based upon current trends and offer some narrative on actions to date and any mitigations to meet demand through the winter period.

We have reviewed the figures with both health and the LA figures and they do align across the months Nov to March 2024; therefore we have kept the figures as originally submitted.

It must be noted that we have signalled a budget pressure from December onwards as part of the modelling and system partners are working through this to mitigate including increased capacity with our inhouse reablement service START in supporting more people to go home with some support. As part of the two year plan submission we are working on the demand and capacity modelling as a system to identify areas of focus to ensure any model is sustainable. It is clear from the work to date the reliance on bedded provision is high as a system and further work to determine the root cause of this needs to be analysed.

The main metrics we are on track to meet targets but we are currently below target on the Emergency admissions due to falls in people aged 65 and over. It is anticipated that the falls response service as detailed with the winter planning below will support to mitigate to meet the expected target.

Winter planning

System partners as described above are working through the demand and capacity and putting in place mitigations to reduce the pressure on our health services and improving access and support to our residents. The winter plan communicates the Shropshire Telford and Wrekin system approach for winter. The plan has been developed using four key methods for sourcing information and collecting feedback:

- Utilising existing system groups
- Targeted work within the System Demand and Capacity Group to develop bed modelling and other impact information.
- Individual discussions with identified people across the system to get specific information for the plan.
- Utilising existing business cases and documents for information on interventions
- STW UEC Improvement Program 2023/24

The plan includes summaries of enabling work across the system including:

- Vaccination plans
- Critical care capacity
- Comms and engagement
- Winter surge plans

Virtual Ward

The original Plan was for 251 virtual ward beds by the end of 23/24 which was expected to create the equivalent of 66 acute beds within the system bed model.

These values were based on a set of operational assumptions that would require testing through the year based on the lack of absolute evidence to support the assumptions, which have now been reviewed and means that the below has been found:

Significant success in identifying Step Up patients with into Virtual Ward has been a much greater challenge in identifying step down patients. Significant progress has been made and shared learning with Herts and Countess of Chester shows similar implementation challenges (volume of step-up vs down and lead in time for cultural change)

Remodelling has demonstrated impact of Virtual Ward is approx. **50% lower** than anticipated in creating acute capacity.

Plan is now only likely to deliver 31 acute bed capacity by the end of the year. (This means a **35-bed reduction from the original plan**).

Sub-Acute Ward

The Original plan was to have a phased launch of the 52 sub-acute beds (32 at RSH and 20 at PRH), Due to planning/delivery issues, the anticipated opening of the physical capacity is now delayed beyond December 2023 the original plan.

An alternative operational solution has been designed to bring additional bedded capacity on-stream as follows:

The plan now is for 46 beds in total a reduction of 6 beds and the split being 20 beds at PRH remains in line with initial plan. Capacity to be made available to Shropcom from 22nd December 2023 with plan to open 1st January 2024.

26 beds at RSH created by releasing Ward 18 to the sub-acute capacity. This is facilitated by the opening of Ambulance Receiving Area (ARA) and subsequent ward moves that result in the availability of Ward 18 until the physical modular wards can open.

Additional care home support

Through our Virtual ward workforce, we will be aligning 2 nurses as additional immediate admission avoidance capacity to our care home MDT team. Integration between the virtual ward team and care home team provides opportunity for local care homes to access to advanced clinical decision-making to support (where appropriate) alternative options to an admission to hospitals. Rapid response teams will support care homes with reducing unwarranted variation in ambulance conveyance rates during crisis periods. A preventative approach will also be expanded upon for SCHAT and the Care Home MDT will expand over winter and align with virtual ward to provide ongoing advance care planning and education to care homes to support with decision making during.

Provide a falls response service.

Additional equipment was provided last year and will continue to be utilised by Rapid Response teams to build a responsive community-based falls service working closely with our ambulance partners to support people who have fallen at home including care homes but do not require conversion to a hospital setting. By aligning this pathway with Rapid response, we can then build a 72-hour support system around these patients post a fall and if required provide further follow up on the virtual ward pathway. The service will be enhanced this year with the support of the Winter Falls scheme. The service would be 24/7 focus on vulnerable and frail and cover the whole geography of STW working in partnership with ambulance and rapid response. The service would attend people's homes, care homes and support carers. The service would link directly into the Rapid Response Nursing Team at SCHAT for going health and care assessments.

The impact of the scheme is expected to reduce this cohort of patients attending ED and subsequently reduce the demand on WMAS so they can prioritise other categories of calls and reduce Ambulance Handover Delays.

Social Prescribing:

Social prescribing is an all age (age 11+) non-medical programme designed to help people with a wide range of social, emotional or practical needs. This may include those who may be;

- Caring for someone who cannot manage without this help
- Living with a long-term health condition
- Wanting to change their lifestyle e.g. giving up smoking or losing weight
- Feeling worried or anxious
- Feeling lonely or socially isolated

People can access the service through referral from their GP, Social Care, housing providers, secondary school and other practitioners in health and social care, the voluntary sector and other partners. People can also self-refer to Social Prescribing by calling 0345 678 9028 Monday to Friday (9am to 5pm) and selecting the self-referral to Social Prescribing option. Or e-mail healthylives@shropshire.gov.uk with the subject 'Social Prescribing self-referral'. Additional effort is being made this winter to connect people to falls and CVD prevention.

Social Prescribing Advisors use the following local community directories to support people find additional support and activities in the community. [The local directories can be found here.](#)

Reablement - START

Shropshire councils inhouse reablement provision START has been successful in recruitment and retention and as a result has seen significant improvement in activity compared to the same period last year. In addition, the START team now have a bank of staff they can utilise to support surge demand and or high periods of sickness to improve resilience throughout the year and in particular the winter period. The team are working as part of a wider reablement review which has resulted in

actions to streamline processes cross teams to enable swifter action and response; these actions will support the upcoming winter pressures.

PREVENTION

Cost of living: Across Shropshire a Task Force will continue to support people on the rising cost of living and its social impact locally. The forum provides an opportunity to bring a range of stakeholders together to share their knowledge of the impact and support available for our population and communities. Members include CAB, Age UK, Councillors, SPIC, Shropshire Food Poverty Alliance, Marches Energy Agency, Energize, Qube, Police, Landau, Headteachers, DWP, LEP, ICS, SATH and Shropshire Council (housing, welfare, food insecurity, communications, public health, libraries, economic development, affordable warmth). The Task Force continues to meet monthly to look at gaps and further actions stakeholders can take jointly within Shropshire to support our residents struggling with the cost-of-living increases, with a focus on ensuring that the most vulnerable in our community are supported.

Winter support service:

During Winter 2022/23, Shropshire Council commissioned a Winter Support Service (WSS) for a third consecutive year that worked with vulnerable, and potentially vulnerable Shropshire residents. This service will run again this year supporting people to avoid crisis over the winter period by connecting local residents to a range of support offered locally by the voluntary and community sector. Further funding to this will provide additional capacity during the winter period as detailed under the ICS winter sections below.

Rapid response teams is a multi disciplinary team offering urgent assessments within 2 hours and can support up to 72 hours. Shropshire council are working in partnership with health colleagues to respond to people in a timely manner to support admission avoidance and crisis escalation. This service runs between 8am and 8pm and can offer a flexible response.

Information and Advice

The council will support system partners in sharing information and advice, starting with the campaign 'Think which service'. This aims to get people to think about what service they need to access rather than putting pressure on the acute hospitals and GPS unnecessarily.

Shropshire choices

[Shropshire Choices Support Finder | Care Choices](#) is promoted across all staff to ensure they are aware of how they can sign post people to services within their own communities.

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Winter ICS funded projects – Shropshire

As part of the ICB winter funding; two areas are being developed to offer additional resilience this winter;

- 1) The Falls Response Service aims to provide a dedicated service to respond to:
 - People who report a fall with minimal injury to provide timely response to assist them back to a safe place, refer on to other services and prevent long periods in the fallen position which lead to other health concerns (e.g. chest infection).
 - People who require a response to falls alarm where it cannot be identified the reason for the alarm to ensure they are safe and well, if fallen respond as above or liaise with emergency services, therefore reducing

- Falls response to make community referral/ signposting into Falls prevention services and other community services such as Social Prescribing
 - Will respond to support individuals who are in need of support at home.
- 2) Voluntary Services - Support for residents, supporting good health and wellbeing with the VCS partners (WIPS/ BRC / Shropshire MH Support) along with our Customer Service Centre colleagues and RJAH they will work in partnership to identify, deliver and/or source support for residents which promotes good health and wellbeing. By doing so this scheme will both prevent hospital admissions and also support hospital discharges. This activity will include:
- Transport returning home from hospital
 - Settling people in at home following discharge from hospital
 - Sourcing of low-level assistive technology
 - Collecting and delivering medications
 - Shopping and delivery
 - Wellbeing home visits
 - Companionship for isolated or lonely people
 - Connectivity into the wider offer of support from across the VCS and public sector (e.g. Carers Support, Welfare and Benefits, Warmer Homes initiatives and Social Prescribing)

The service will focus on prevention by providing a timely and streamlined community led offer for the health and social care sector workforce to refer residents into.

The service will promote independence, resilience and wellbeing by supporting residents with activity that contributes towards the experience of good physical and mental health. The support will be tailored to the needs of individuals and will take a person-centred and strengths-based approach.

Furthermore, proactive outbound monitoring calls to residents deemed as vulnerable or at risk of becoming vulnerable (facilitated by Shropshire Councils CSC team in partnership with RJAH) will ensure that we are reaching people before they reach crisis. This has been put in place the last few winters and has proved successful and a lifeline to the most vulnerable.

Technology

Shropshire council is investing in additional technology solutions to support people to live independently; this includes a newly launched Virtual Care Delivery (VCD) to reduce the need for physical visits ensuring resources can be targeted where they are needed the most. This will not only reduce the need for workforce and to travel but it will also support people to maintain and improve their independence.

Assistive Technology is being continuing to be explored for all discharges, with recent project piloted in START for the use of Genie, this is a robot that can be configured to suit individuals needs including live monitoring and dashboard reporting, with many capabilities such as; prompting & scheduling.

Staff briefings have taken place providing Officers with the opportunity to look at alternative and or complimentary equipment available to support people wellbeing and independence as well as an understanding of the available community assets.

Carers

Carers are essential individuals across our communities, whilst they support others; they too also need to be supported to stay well. The work of the Carer Support team is integral to this and also assists with admission avoidance and discharge from hospital by:

- Identifying and providing relevant information and support to reduce carer breakdown, which may lead to avoidable hospital admission.
- Regular contact with carers to check on their wellbeing - helping to prevent crisis developing and ensure carers needs are met.
- Raising awareness of carers throughout the sector so that no 'wrong front door' exists and carers get the support needed, when they need it.

The Hospital Carer Support practitioner (HCSP), within the team, facilitates discharges – ensuring carers are aware of what to expect on discharge and where to contact if any concerns arise once home, so preventing escalation and readmittance to hospital.

The carers support team raises awareness of carers with teams within secondary care and provides information and support to the carers of their patients to help prevent the admission to hospital through carer breakdown.

Flooding

Winter flooding preparedness and resilience we are working closely with colleagues across the council and the Environment Agency to ensure that our action plans for times of flooding are joined up with, and part of the wider response. Shropshire has experienced significant flooding for the past 2 years and we now have a well-developed approach to mapping the locations of potentially vulnerable people using forecasting data and contacting them to check their own preparation plans and any support needs they have.

Workforce wellbeing

Supporting the well-being of the workforce health and social care staff; they are being encouraged to have a Covid and flu vaccination and ASC staff have been issued with flu vouchers to facilitate this. There continues to be a range of wellbeing services on offer to council staff to support their health and wellbeing. Resilience and wellbeing of the workforce continues to be a priority in preparing for winter pressures.

<p>Risk assessment and opportunities appraisal (NB This will include the following: Risk Management, Human Rights, Equalities, Community, Environmental consequences and other Consultation)</p>	<p>Pressure on the health and social care continue and work is in progress to reduce the impact upon both the acute and community hospital settings as well as the ambulance service.</p>
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<p>Financial implications (Any financial implications of note)</p>	<p>No direct implications as a result of this report; however please refer to the BCF narrative which highlights current funding gap</p>
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<p>Climate Change Appraisal as applicable</p>	<p>N/A</p>
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<p>Where else has the paper been presented?</p>	<p>System Partnership Boards</p>	
	<p>Voluntary Sector</p>	
	<p>Other</p>	

List of Background Papers n/a

Cabinet Member (Portfolio Holder)

Cllr. Cecilia Motley, Portfolio holder for Adult Social Care, Public Health and Communities

Appendices
Appendix A - BCF quarterly return.