

## Council of Governors Meeting - Cover Sheet

### All reports **MUST** have a cover sheet

<b>Subject:</b>	Winter Plan		<b>Date:</b> 6 October 2022	
<b>Prepared By:</b>	Rachel Eddie, Chief Operating Officer			
<b>Approved By:</b>	Rachel Eddie, Chief Operating Officer			
<b>Presented By:</b>	Paul Robinson, Chief Executive			
<b>Purpose</b>				
To share detail of Winter Plan presented and agreed at Board in October, including demand and capacity modelling and agreed mitigations to deliver a safe and productive Winter.			<b>Approval</b>	
			<b>Assurance</b>	<b>X</b>
			<b>Update</b>	
			<b>Consider</b>	
<b>Strategic Objectives</b>				
<b>To provide outstanding care</b>	<b>To promote and support health and wellbeing</b>	<b>To maximise the potential of our workforce</b>	<b>To continuously learn and improve</b>	<b>To achieve better value</b>
<b>X</b>	<b>X</b>	<b>X</b>		
Indicate which strategic objective(s) the report support				
<b>Identify which principal risk this report relates to:</b>				
PR1	Significant deterioration in standards of safety and care			<b>X</b>
PR2	Demand that overwhelms capacity			<b>X</b>
PR3	Critical shortage of workforce capacity and capability			<b>X</b>
PR4	Failure to achieve the Trust's financial strategy			
PR5	Inability to initiate and implement evidence-based Improvement and innovation			
PR6	Working more closely with local health and care partners does not fully deliver the required benefits			<b>X</b>
PR7	Major disruptive incident			
PR8	Failure to deliver sustainable reductions in the Trust's impact on climate change			
<b>Committees/groups where this item has been presented before</b>				
Board – 6 October 2022 TMT – 21 September 2022				
<b>Executive Summary</b>				
<p>Sherwood Forest has a core bed position of 536 core beds and 111 escalation beds, across 3 sites – Kings Mill Hospital, Newark Hospital and Mansfield Community Hospital. Detailed demand and capacity modelling shows an all year round bed deficit based on previous years demand levels, in part driven by the number of patients on the acute sites no longer requiring acute care. This bed deficit increases in a scenario where demand is above normal levels due to the risk of Flu and Covid surges in Winter 22/23.</p> <p>A bed deficit leads to higher occupancy and poor flow across the sites, which in turn can impact on quality, safety and patient experience, and health and wellbeing of staff.</p> <p>The winter plan is designed on the following principles:</p> <ul style="list-style-type: none"> <li>• Minimise the risk of overcrowding in the Emergency Department</li> <li>• Allow sufficient bed capacity for the elective recovery program</li> <li>• Ensure sufficient capacity to allow a rolling deep clean programme</li> <li>• Maintain the health and wellbeing of all staff</li> <li>• Be sufficiently agile to respond to fluctuations in demand</li> <li>• Be mindful of the uncertain financial landscape</li> </ul>				

Mitigations have been considered to address this gap as follows:

- All current core and escalation capacity remains open
- Sherwood Care Unit and Ashmere Care Home contracts continue until the end of April.
- Two wards at Mansfield Community Hospital wards re-open on completion of estates works
- Virtual wards (system led) are operationalised in line with the national programme
- ICB approved Discharge to Assess business case is implemented as per the agreed trajectory
- Provider collaborative working to expand the current homecare workforce support from SFH to Notts Healthcare
- Internal LOS efficiencies driven by the Optimising Patient Journey Improvement Programme

These mitigations will address the bed deficit in a normal demand scenario from November, although do not fully address the deficit in a 'worse case' flu and Covid scenario.

Additional actions will be implemented alongside the increased beds including support from corporate departments, and supporting services within Clinical Divisions, to support improved flow across the hospital with increasing occupancy and to support the health and wellbeing of staff working under operational pressures.