

Board of Directors Meeting in Public - Cover Sheet

Subject:	Winter Plan 2024/25		Date:	3 rd October 2024		
Prepared By:	Mark Bolton, Associate Director of Operational Performance					
Approved By:	Rachel Eddie, Chief Operating Officer					
Presented By:	Rachel Eddie, Chief Operating Officer					
Purpose						
Trust Board is requested to review and approve our 2024/25 Winter plan.			Approval	✓		
			Assurance			
			Update			
			Consider			
Strategic Objectives						
Provide outstanding care in the best place at the right time	Empower and support our people to be the best they can be	Improve health and wellbeing within our communities	Continuously learn and improve	Sustainable use of resources and estates	Work collaboratively with partners in the community	
✓	✓	✓	✓	✓	✓	
Principal Risk						
PR1	Significant deterioration in standards of safety and care					
PR2	Demand that overwhelms capacity					✓
PR3	Critical shortage of workforce capacity and capability					
PR4	Insufficient financial resources available to support the delivery of services					
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					
PR7	Major disruptive incident					
PR8	Failure to deliver sustainable reductions in the Trust's impact on climate change					
Committees/groups where this item has been presented before						
Draft considered by: Executive Team, Trust Management Team, Divisional Leadership Team and Winter Planning Group.						
Acronyms						
CARE – SFH values (Communicating and working together; Aspiring and improving; Respectful and caring; Efficient and safe).						
CAU – Childrens' Assessment Unit						
CRE – Carbapenem-Resistant Enterobacterales						
CT – Computed Tomography						
D&V – Diarrhoea and Vomiting						
EAU – Emergency Assessment Unit						
ERF – Elective Recovery Fund						
MRI – Magnetic Resonance Imaging						
PCI – Percutaneous Coronary Intervention						
PPM – Permanent Pacemaker						
QDS – Package of care with four visits per day						
RSV – Respiratory Syncytial Virus						
SAIU – System Analytical Intelligence Unit						
SDEC – Same Day Emergency Care						
SSU – Short Stay Unit						

All other acronyms are defined within the paper.

Executive Summary

The attached presentation describes our key principles and approach to Winter Planning at SFH in 2024/25 and is based on the Integrated Emergency Management approach structured under the four headings:

1. Anticipate and assess
2. Prevent
3. Prepare
4. Respond and recover.

We have learnt from previous years and started the planning process early in 2024/25 with engagement across corporate and divisional teams. Outputs of the annual bed modelling exercise and proposed priority mitigations within the allocated financial envelope (both bedded and non-bedded) are presented. The proposed schemes represent the 'best offer' available and together with some exceptional actions (such as running bed occupancy at 96% and reconfiguring elective orthopaedics for a short period in early 2025) leave us with a peak bed gap of 47 beds in Dec-24.

Summary information is also presented around vaccination plans, our communications approach, areas of system focus, and escalation and contingency plans.

It should be noted that our winter plan may continue to evolve, and it forms part of a wider process across the Integrated Care System (ICS) which is not yet complete.

Trust Board is asked to note the progress in developing our 2024/25 winter plan and approve the plan. Work will continue to operationalise and monitor the plan. Specific Christmas and New Year plans will be developed in Nov-24 and early Dec-24.

Following Trust Board approval, an update to the Council of Governors will take place in Nov-24.