

Trust Board - Cover Sheet

Subject:	Winter Plan		Date: 5 October 2023		
Prepared By:	Mark Bolton, Associate Director of Operational Performance				
Approved By:	Rachel Eddie, Chief Operating Officer				
Presented By:	Rachel Eddie, Chief Operating Officer				
Purpose					
Winter plan presentation for approval. The paper describes the progress to date including outputs of bed modelling and proposed mitigations.				Approval	X
				Assurance	
				Update	
				Consider	
Strategic Objectives					
Provide outstanding care in the best place at the right time	Improve health and well-being within our communities	Empower and support our people to be the best they can be	To continuously learn and improve	Sustainable use of resources and estate	Work collaboratively with partners in the community
X	X	X	X	X	X
Principal Risk					
PR1	Significant deterioration in standards of safety and care				
PR2	Demand that overwhelms capacity				X
PR3	Critical shortage of workforce capacity and capability				
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				
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: Divisional Leadership Team; Winter Planning Group; Trust Management Team					
Acronyms					
<p>CRE – Carbapenem-Resistant Enterobacterales RSV – Respiratory Syncytial Virus D&V – Diarrhoea and Vomiting SDEC – Same Day Emergency Care LOS – Length of Stay IV – Intravenous P0, 1, 2 or 3 – Discharge pathways CQUIN – Commissioning for Quality and Innovation (framework to support quality improvements) GP – General Practitioner CARE – SFH values (Communicating and working together; Aspiring and improving; Respectful and caring; Efficient and safe). CAU – Childrens' Assessment Unit MRI – Magnetic Resonance Imaging IPC – Infection Prevention and Control TTO – To Take Out (medications) EAU – Emergency Assessment Unit KMH – King's Mill Hospital ED – Emergency Department QR – Quick Response code (like a barcode) MCH – Mansfield Community Hospital NWK – Newark Hospital</p>					

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 2023/24 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 2023/24 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 mitigations are plotted against a worst-case scenario based on system demand avoidance and medically safe reductions not materialising. The proposed schemes represent the 'best offer' available and together with some exceptional actions (such as running bed occupancy at 96% and reducing electives) broadly mitigate the forecast bed gaps. System actions around demand avoidance and medically safe for transfer reductions will create a more manageable winter, enable elective activity to continue and support delivery against the 'route to balance' plan.

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

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

Trust Board is asked to approve the Winter Plan for 23/24.