

East Lothian Health & Social Care Partnership



East Lothian Health and Social Care Partnership

WINTER PLAN 2019/2020

FINAL DRAFT



1.0 INTRODUCTION

The National Health Service and Council Social Work Department are required to plan for the winter period, when it is recognized that demand for services is likely to be at its highest level. The expectation is that plans for 2019/2020 build on the Winter Plans for 2018/2019 for East Lothian Health & Social Care Partnership and take into account the lessons learned.

The required outcomes of winter planning are to ensure:

- Clear identification that the Director of Unscheduled Care and the respective Director of Health and Social Care Partnership are the accountable persons for ensuring that effective Winter Plans exist;
- That comprehensive plans are in place in East Lothian Health and Social Care Partnership covering the headings in the Scottish Government Health Department Winter Planning communications;
- The provision of high quality services are maintained through periods of pressure;
- The impact of pressures on the levels of service, national targets and finance are effectively managed;
- That a process is in place to meet the reporting requirements of the Scottish Government.

2.0 THE PROCESS AND TIMETABLE FOR REVIEWING WINTER PLANS

Hospital and community services have contributed to the preparation of an H&SCP Winter Plan local to East Lothian that meets the needs of the Partnership. Winter Planning Executive Team for ELHSCP is as follows:

No.	Function	Name
1	Lead Manager	Alison Macdonald, Director ELHSCP
2	Senior Manager	Lorraine Cowan, Interim Chief Nurse
3	Senior Manager	Iain Gorman, Head of Operations
4	Clinical Director	Dr Jon Turvill
5	Lead Partnership Representative	Thomas Miller



Senior Managers (Appendix 1) will conduct a weekly monitoring process to assess progress against the winter plan. This process will be used to escalate issues that arise during the peak winter period. The ELHSCP Core Management Team will meet monthly between November 2019 and March 2020 to monitor and evaluate the winter planning process taking any actions necessary. Priority will be to monitor the levels of pressure in the system and the effectiveness of the Winter Plan and identify further interventions as required by NHS Lothian, ELHSCP and Partner Organisations. This will be a standing agenda item for the Joint Management Team meetings. Additionally the ELHSCP will be represented at all winter planning meetings from November 2019.

3.0 KEY PRIORITIES FOR ACTION IN 2019/20

A number of priority areas have been identified through national and local experience.

3.1 Capacity Planning

- To predict and manage variation in demand; and maximise capacity to meet demand.
- To identify the potential for a temporary flexible increase in capacity that is not solely reliant upon opening additional acute beds.
- To work with providers to increase capacity in Homecare and Hospital to Home.
- Additional capacity will raise the number of beds available flexibly during the peak winter period. These step down beds will be available across the winter period. Step Down increases the range of hospital discharge options available for older people.
- Huddle that takes place at 8am will incorporate discussions around bed capacity. The senior manager chairing the huddle will decide what the beds will be used for, and agree any contingency plans needed both during the week and at this will weekends.



3.2 Escalation

- All ward areas within the East Lothian Community Hospital, Belhaven and the Edington will have internal escalation procedures with clear trigger points and actions; (Appendix 5) that those identified will be required to participate in.
- Some aspects of provision within these facilities are unavailable for flexible use because they provide In Patient Complex Care Frail Older people and Psychiatry of Old Age, these being Lammerlaw and East Fortune House. This will however, be discussed each day at the huddle.
- The H&SCP will also review demand for admissions and utilise beds in a flexible manner any request for respite should be directed to the duty social work team.
- Community-wide escalation procedures will be agreed with clear triggers and actions;
- A de-escalation process will be agreed likewise.
- Morning Huddle will evaluate staffing resources in advance to ensure safe staffing, and the additional staffing to flex further bed capacity, if required.

3.3 Infection Control

- Measures will be agreed to address the requirements of the most common infections, for example, Norovirus, Clostridium difficile, Influenza, MRSA;
- Contingency plans are in place to minimise the impact of outbreaks of infection, in particular, Norovirus and similar infections leading to a reduction in bed availability;
- Clear links are being made to Pandemic Influenza Planning;
- An effective immunisation programme against seasonal influenza is in place. Flu vaccination for patients who are housebound and vulnerable as well as their carers should be commenced as soon as vaccine arrives with the practice around 1st October, patients known to staff who can vaccinate should be undertaking this as part of their anticipatory care process, it requires to be an integral part of their care and can have a huge impact on avoidable admissions. Flu clinics are also being piloted in community pharmacies in the West GP cluster. Staff clinics are set up across Lothian and managers both health and council should be encouraging staff to attend for vaccination. All materials are on NHS Lothian intranet. If council colleagues require additional clinics they will be arranged if staff are identified to attend. The key is to action the delivery of the vaccine to patients and staff as early as possible, this includes patients in long stay establishments both NHS and care homes.



4.0 OVERVIEW OF WINTER PLAN SUBMITTED BY EAST LOTHIAN H&SCP

Operational readiness will be assessed under the following headings;

Resilience

- Severe Weather
- Festive period
- Contingency plans for bed flexibility
- Escalation and business continuity procedures

Unscheduled/Elective Care

- Admissions avoidance
- Management of community activity
- Other service actions and interventions
- Facilitation of early discharge

Infection Control

- Norovirus
- Seasonal Flu

Communications

- Management Information
- Co-ordination of information

4.1 **Effective preparation must be made in all areas however, particular attention is required in relation to:**

- Demand profiling and capacity planning: to ensure that sufficient capacity and contingencies are made available to meet the anticipated demand; see previous comments under capacity and escalation.
- Control: measures are being put in place to reduce the risk of and to manage any infection control outbreaks.
- Effective discharge arrangements are in place which will be enhanced over periods of high demand.
- Severe Weather: Business continuity plans and severe weather policy will be brought into use.



5.0 SUMMARY

The responsibilities of the H&SCP Senior Management Team in Winter 2019/2020 are

- To establish clear roles of accountability of services to manage the winter period
- To assure proactive engagement of all partner agencies
- To ensure that all local winter planning groups and social care communities have made satisfactory plans
- To create clear escalation and communication processes
- Robust staff communication across the Partnership

6.0 TASKS OVERVIEW		
TOPIC	LEAD	ACTIONS
Resilience	Alison Macdonald, Iain Gorman, Jon Turvill, Lorraine Cowan	
a. Severe Weather	Alison Macdonald Lorraine Cowan Iain Gorman Bryan Davies All Managers	<ul style="list-style-type: none"> • Close contact with NHS Lothian and East Lothian emergency planning mechanisms. • Completion of SITREP template for submission to NHS Lothian (Appendix 2) • Operational team for Health and Social Care will meet as required to ensure operational activity is maintained and joint priorities agreed.
b. Festive Period	Alison Macdonald Lorraine Cowan Iain Gorman All managers	<ul style="list-style-type: none"> • Rostering appropriate staffing and resources to maintain services through the festive period (Appendices 3&4) • On Call rota for duty managers and clinical service leads • Service areas are being encouraged to consider booking supplementary staffing in anticipation of requirements, to ensure supply via Staff Bank.
c. Contingency plans for bed closures	Lorraine Cowan Margaret Drew Ellie Hunter Gordon Gray Carolyn Wyllie	<ul style="list-style-type: none"> • Maintain review of availability of beds in East Lothian Community Hospital, Belhaven, Edington and step down facility on an ongoing basis, including care homes • Develop mechanisms to maximise care at home • Reviewed and monitored daily at operational meetings • Report for weekly Informal Directors • Review Homecare and other care home capacity
d. Escalation and business continuity procedures	Lorraine Cowan Lesley Berry Gordon Gray Trish Carlyle Ellie Hunter Margaret Drew Carolyn Wyllie Bryan Davies	<ul style="list-style-type: none"> • Develop escalation/alert tool for downstream beds as part of whole system bed management approach. Daily Alert System Rehabilitation to be provided as required for patients occupying the beds on a Mon – Friday service. • BC Operational Plans on shared drive for all essential services available to Senior Management and Clinical Managers • Daily teleconferencing including daily morning UHD bed meetings during period of peak activity • Daily 8am Huddle across East Lothian •

6.0 TASKS OVERVIEW		
TOPIC	LEAD	ACTIONS
Unscheduled and Elective Care	Alison Macdonald, Iain Gorman, Lorraine Cowan, Jon Turvill	
a. Admission Avoidance	Senior Management Team H&SCP	<ul style="list-style-type: none"> • Proactive management of patients at risk and vulnerable adults in the community • Maximise Hospital at Home and Hospital to Home capacity • Falls – screening for patients falling at home, admitted with fall, or deemed at risk of future falls • Physio screening of moderate COPD patients at risk of admission • GP Anticipatory Care Plans for nursing home residents/identified patients at risk. • Maximise capacity within Discharge to Assess and START • Continuously review capacity within ECS service
b. Management of community activity	Lorraine Cowan Lesley Berry Jon Turvill Fiona Gallacher Ellie Hunter Carolyn Wyllie Nicola Cochrane Aleisha Hunter	<ul style="list-style-type: none"> • Initiation of real time data reporting on hospital admissions and discharges • Ensure availability of multi-disciplinary team for patients returning from hospital and those being managed at home • Continuity planning for Care Provider organisations, carer support organisations and the charitable/voluntary sector • Mental Health assessment services and community services over festive and winter period • Communicate hours of operation Primary Care Services over festive periods and adjacent weekends • Determine point of contact between Acute services and DN Services OOH • Management of community activity via CWIC
c. Other service actions and interventions	Brian Robb Kenny Glynn	<ul style="list-style-type: none"> • Agreement with logistics department for both mail and specimens pick up in severe weather - East Lothian Community Hospital develop close working links with all other operational areas • Equipment Service focused on discharges and terminal care with additional priority over festive and winter period

6.0 TASKS OVERVIEW		
Topic	Lead	Actions
Infection Control		
a. Norovirus	Lorraine Cowan Ellie Hunter Charge nurses Fiona Gallacher Infection Control Nurse Care Home Managers Registered Care Providers	<ul style="list-style-type: none"> • All managers to ensure HAI protocols in place • Ensure compliance with all infection control procedures • Ensure Care Home Managers are aware of and implementing infection control procedures across care settings, including registered Care at Home providers • District nurses to ensure that procedures are in place within the community to comply with infection control policies. • Toolbox talks to take place in each ward area.
b. Seasonal Flu	Lorraine Cowan Jon Turvill Patricia McIntosh Ellie Hunter	<ul style="list-style-type: none"> • Carer vaccination to be encouraged by GP Practices and also offered to carers of housebound patients • Vaccination sessions for HSCP staff planned – take up rates to be monitored. This is done retrospectively but locally could be captured • Effective outbreak policies and procedures in place. Outbreak reports are provide daily and outcomes are communicated • Community Nursing to ensure that all eligible patients in the community are vaccinated.
Communications		
Lorraine Cowan, Alison Macdonald, Iain Gorman		
a. Management of Information	Barbara Renton	<ul style="list-style-type: none"> • Weekly circular on winter plan • Briefing/copy of winter plan to all on call clinical staff and partner organisations • Duty Management over Christmas and New Year period available to clinical staff and partner organisations
b. Co-ordination of information	Alison Macdonald Lorraine Cowan Iain Gorman	<ul style="list-style-type: none"> • East Lothian H&SCP representative at all monthly meetings. Attendance at daily bed meetings as required. • Co-ordination of information through daily huddles at East Lothian Community Hospital.

Appendix 2

Scottish Government Health: SEVERE WEATHER REPORTING: DAILY RETURN FROM NHS Lothian

Date:	Date?
Completed by:	Name? Post?
Areas:	All areas

Staff Absences	Approximate Number (or %) of staff affected by weather?
Nursing	
Medical	
Other	
SERVICE DELIVERY	Please detail any impact on services
A&E	
12 hour trolley waits	
Out of Hours (Has the Service been affected in any other way)	
Cancelled outpatient clinics and Day Hospitals (the number of patients and location of those cancelled. Please include details of when out patient clinics are due to be re-established)	
Total number of elective cancellations (location and specialities. Please include details of when elective admissions are due to be re-established)	
Discharge The number of beds being occupied by patients unable to return home who are otherwise fit for discharge (number as at 9:00 that morning).	
Gas supplies Provide information regarding interruptions to gas supplies to your hospitals: - 1. Details of which hospitals are disconnected 2. Number of day's stock of fuel oil in place 3. Plans to re-stock for fuel 4. Any contingency arrangements	
Look Ahead Provide a brief outline of what actions you expect to take over the next 24 hours to manage emerging issues (e.g. cancellation of electives, ward closures, opening additional beds).	

Appendix 3

EAST LoTHIAN COUNCIL

Christmas and New Year Arrangements

2019/2020

Adult Wellbeing Services

East Lothian Council Adult Wellbeing Services will be operating out with the set Public Holiday dates. Enclosed are details of how and where to access services via Council Offices, Home Care Services and Emergency Care Service Included are telephone numbers for the provision of normal services and contact numbers for services out with the normal hours.

Contact Telephone Numbers

Emergency Social Care Services

E.S.C.S. 0800 731 6969

**East Lothian Council
Adult Wellbeing**

**Phone 0845 6031576 / 01875 824309/ 01875 618960
Fax 01875 615327**

East Lothian Council

Home Care Services

**East Lothian Council Adult Wellbeing Services provides a Home Care Service
To people living within the towns and villages of East Lothian.**

**Any new referrals out with normal hours should be directed via ESCS.
Care Support Workers will be working as normal over the holiday period including all Public Holidays.**

Main Office Number: 01875 618960 (6am – 10pm)

Fax: 01875 615327

Availability from Tuesday, 24th December 2019 –Thursday, 2nd January 2020

Team	Contact Telephone Number	Operating Times	Dates
Home Care (CCC Team)	01875 618960	06.00am 18.00pm	25 th & 26 th December 2019
Community Access Team	01875 824309	Closed	25 th & 26 th December 2019
Home Care (CCC Team)	01875 618960	06.00-18:00	27 th & 28 th December 2019
Community Access Team	01875 824309	09.00-16.00pm	27 th December 2019
Home Care (Office Staff)	01875 618960	8.00-17.00pm	27 th ,28 th & 29 st December 2019
Home Care (CCC Team)	01875 618960	06.00-18:00	
Community Access Team	01875 824309	Closed	28 th & 29 th December 2019
Customer Care Team	01875 618960	09.00-17.00pm	30 th & 31 st December 2019
Community Access Team	01875 824309	06.00am-18.00pm	1 st & 2 nd January 2020
Community Access Team	01875 824309	Closed	1 st & 2 nd January 2020

Back to normal office hours on 03/01/20.

Our Home Care Customer Team will be providing a service from 6.00am – 10.00pm throughout the festive period.

**East Lothian Council
Emergency Care Service, Residential Services**

This service will work as normal over the festive period.

East Lothian Council Adult Resource Centres

**These services will be closed from during the festive period from:
Tuesday, 24th December 2019 reopening on Friday, 3rd January 2020**

**East Lothian Council
Adult Wellbeing Services**

Contact with Social Work Services can be made via

Out of Hours: 0845 6031576

Community Alarm: 01875 824309

Emergency Care Service: 01875 618960

Availability 20th December 2019 to 3rd January 2020

Friday: 20th December	09.00 – 16.00
Saturday/Sunday: 21st and 22nd December	Normal Weekend Cover E.S.C.S.
Monday, 23rd December	09.00 – 17.00
Tuesday: 24th December	09.00-17.00
Wednesday/Thursday: 25th and 26th December	E.S.C.S
Friday : 27th December	09-00 - 16.00
Saturday/Sunday: 28th & 29th December	Service via E.S.C.S.
Monday: 30th December	9.00 -17.00
Tuesday: 31st December	9.00-17.00
Wednesday and Thursday : 1st and 2nd January	Service via ESCS
Friday: 3rd January 2019	Normal service resumes

Appendix 4 Health Services

Community Nursing

Day	Date	Daytime	Out of Hours	Day	Date	Daytime	Out of Hours
Friday	20 December 19	08.00 - 16.30 GP Practice or individual DN Bases	16.30 - 18.00 GP Practice 18.00 - 00.00 NHS24	Friday	27 December 19	08.00 - 16.30 GP Practice or individual DN Base	16.30 - 18.00 GP Practice 18.00 - 00.00 NHS24
Saturday	21 December 19	NHS24: 08454 242424	NHS24: 08454 242424	Saturday	28 December 19	NHS24: 08454 242424	NHS24: 08454 242424
Sunday	22 December 19	NHS24: 08454 242424	NHS24: 08454 242424	Sunday	29 December 19	NHS24: 08454 242424	NHS24: 08454 242424
Monday	23 December 19	08.00 - 16.30 GP Practice or individual DN Bases	16.30 - 18.00 GP Practice 18.00 - 00.00 NHS24	Monday	30 December 19	08.00 - 16.30 GP Practice or individual DN Bases	16.30 - 18.00 GP Practice 18.00 - 00.00 NHS24
Tuesday	24 December 19	08.00 - 16.30 GP Practice or individual DN Bases	16.30 - 18.00 GP Practice 18.00 - 00.00 NHS24	Tuesday	31 December 19	08.00 - 16.30 GP Practice or individual DN Bases	16.30 - 18.00 GP Practice 18.00 - 00.00 NHS24
Wednesday	25 December 19	NHS24: 08454 242424	NHS24: 08454 242424	Wednesday	01 January 2020	NHS24: 08454 242424	NHS24: 08454 242424
Thursday	26 December 19	NHS24: 08454 242424	NHS24: 08454 242424	Thursday	02 January 2020	NHS24: 08454 242424	NHS24: 08454 242424

Health Visiting Services

Day	Date	Daytime	Out of Hours	Day	Date	Daytime	Out of Hours
Friday	20 December 2019	9am – 4.30pm	NHS24/ESWS	Friday	27 December 2019	9am – 4.30pm	NHS24/ESWS
Saturday	21 December 2019	NHS24/ESWS	NHS24/ESWS	Saturday	28 December 2019	NHS24/ESWS	NHS24/ESWS
Sunday	22 December 2019	NHS24/ESWS	NHS24/ESWS	Sunday	29 December 2019	NHS24/ESWS	NHS24/ESWS
Monday	23 December 2018	9-4.30pm	NHS24/ESWS	Monday	30 December 2019	9am – 4.30pm	NHS24/ESWS
Tuesday	24 December 2019	9-4.30pm	NHS24/ESWS	Tuesday	31 December 2019	9am – 4.30pm	NHS24/ESWS
Wednesday	25 December 2019	NHS24/ESWS	NHS24/ESWS	Wednesday	01 January 2020	NHS24/ESWS	NHS24/ESWS
Thursday	26 December 2019	NHS24/ESWS	NHS24/ESWS	Thursday	02 January 2020	NHS24/ESWS	NHS24/ESWS

Community Psychiatric Nursing

Day	Date	Daytime	Out of Hours	Day	Date	Daytime	Out of Hours
Friday	20 December 2019	9-5pm	NHS24	Friday	27 December 2019	9-5pm	NHS24
Saturday	21 December 2019	Closed	NHS24	Saturday	28 December 2019	Closed	NHS24
Sunday	22 December 2019	Closed	NHS24	Sunday	29 December 2019	Closed	NHS24
Monday	23 December 2019	9-5pm	NHS24	Monday	30 December 2018	9-5pm	NHS24
Tuesday	24 December 2019	9-5pm	NHS24	Tuesday	31 December 2019	9-5pm	NHS24
Wednesday	25 December 2019	9-5pm	NHS24	Wednesday	01 January 2020	9-5pm	NHS24
Thursday	26 December 2019	9-5pm	NHS24	Thursday	02 January 2020	9-5pm	NHS24

MH Team: 0131 536 8646

IHTT

Day	Date	Daytime	Out of Hours	of Day	Date	Daytime	Out of Hours
Friday	20 December 2019	8am-midnight	NHS24	Friday	27 December 2019	8am-midnight	NHS24
Saturday	21 December 2019	8am-midnight	NHS24	Saturday	28 December 2019	8am-midnight	NHS24
Sunday	22 December 2019	8am-midnight	NHS24	Sunday	29 December 2019	8am-midnight	NHS24
Monday	23 December 2019	8am-midnight	NHS24	Monday	30 December 2018	8am-midnight	NHS24
Tuesday	24 December 2019	8am-midnight	NHS24	Tuesday	31 December 2019	8am-midnight	NHS24
Wednesday	25 December 2019	8am-midnight	NHS24	Wednesday	01 January 2020	8am-midnight	NHS24
Thursday	26 December 2019	8am-midnight	NHS24	Thursday	02 January 2020	8am-midnight	NHS24

IHTT: 01620 642 910 / MOBILE NO: 07973 729 009

Substance Misuse Service

Day	Date	Daytime	Out of Hours	Day	Date	Daytime	Out of Hours
Friday	20 December 2019	9-5pm	NHS24	Friday	27 December 2019	9-5pm	NHS24
Saturday	21 December 2019	Closed	NHS24	Saturday	28 December 2019	Closed	NHS24
Sunday	22 December 2019	Closed	NHS24	Sunday	29 December 2019	Closed	NHS24
Monday	23 December 2019	9-5pm	NHS24	Monday	30 December 2018	9-5pm	NHS24
Tuesday	24 December 2019	9-5pm	NHS24	Tuesday	31 December 2019	9-5pm	NHS24
Wednesday	25 December 2019	9-5pm	NHS24	Wednesday	01 January 2020	9-5pm	NHS24
Thursday	26 December 2019	9-5pm	NHS24	Thursday	02 January 2020	9-5pm	NHS24

Substance Misuse Contact: 0131 446 4853

Older Adult Community Mental Health Team

Day	Date	Daytime	Out of Hours	Day	Date	Daytime	Out of Hours
Friday	20 December 2019	9-5pm	NHS24	Friday	27 December 2019	9-5pm	NHS24
Saturday	21 December 2019	Closed	NHS24	Saturday	28 December 2019	Closed	NHS24
Sunday	22 December 2019	Closed	NHS24	Sunday	29 December 2019	Closed	NHS24
Monday	23 December 2019	9-5pm	NHS24	Monday	30 December 2018	9-5pm	NHS24
Tuesday	24 December 2019	9-5pm	NHS24	Tuesday	31 December 2019	9-5pm	NHS24
Wednesday	25 December 2019	9-5pm	NHS24	Wednesday	01 January 2020	9-5pm	NHS24
Thursday	26 December 2019	9-5pm	NHS24	Thursday	02 January 2020	9-5pm	NHS24

Older Adult Community Mental Health Team Contact: 0131 536 8520

Psychological Therapies

Day	Date	Daytime	Out of Hours	Day	Date	Daytime	Out of Hours
Friday	20 December 2019	9-5pm	NHS24	Friday	27 December 2019	9-5pm	NHS24
Saturday	21 December 2019	Closed	NHS24	Saturday	28 December 2019	Closed	NHS24
Sunday	22 December 2019	Closed	NHS24	Sunday	29 December 2019	Closed	NHS24
Monday	23 December 2019	9-5pm	NHS24	Monday	30 December 2018	9-5pm	NHS24
Tuesday	24 December 2019	9-5pm	NHS24	Tuesday	31 December 2019	9-5pm	NHS24
Wednesday	25 December 2019	9-5pm	NHS24	Wednesday	01 January 2020	9-5pm	NHS24
Thursday	26 December 2019	9-5pm	NHS24	Thursday	02 January 2020	9-5pm	NHS24

Psychological Therapies Contact: 0131 536 8518

NHS East Lothian: Hospital to Home: Christmas and New Year arrangements: 2019/2020 (confirmed correct by LC)

NHS Lothian Hospital to Home service provides a Home Care service to people living within the towns and villages of East Lothian.

Any new referrals out with normal hours should be directed via East Lothian Council Adult Wellbeing service.

Community Care Support Workers will be working as normal over the holiday period including all Public Holidays.

Hospital to Home office contact number: 0131 536 8432
Hospital to Home out of hours: 0131 536 8300 ask for Duty Charge Nurse

East Lothian Council Adult Wellbeing: 0845-6031-576 / 01875-824-309 / 01875-618-960

Availability from Friday, 20th December 2019 - Friday, 3rd January 2020:

Friday, 20th December 19	0800-1600 HtH office	Saturday, 28th December 19	Service via 0131 536 8300
Saturday, 21st December 19	Service via 0131 536 8300	Sunday, 29th December 19	Service via 0131 536 8300
Sunday, 22nd December 19	Service via 0131 536 8300	Monday, 30th December 19	0800-1600 HtH office
Monday, 23rd December 19	0800-1600 HtH office	Tuesday, 31st December 19	0800-1600 HtH office
Tuesday, 24th December 19	0800-1600 HtH office	Wednesday, 1st January 20	Service via 0131 536 8300
Wednesday, 25th December 19	Service via 0131 536 8300	Thursday, 2nd January 20	Service via 0131 536 8300
Thursday, 26th December 19	Service via 0131 536 8300	Friday, 3rd January 20	0800-1600 HtH office
Friday, 27th December 19	0800-1600 HtH office		

PHARMACY OPENING HOURS - INFORMATION NOT YET AVAILABLE

FINAL DRAFT

ESCALATION PLAN

EAST LOTHIAN HOSPITALS

EAST LOTHIAN COMMUNITY HOSPITAL

BELHAVEN

EDINGTON

STEP DOWN UNIT

2019/2020

FINAL DRAFT

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BACKGROUND

The purpose of this Plan is to set out procedures to be followed incrementally during periods of excessive demand on available beds. The actions are based on a traffic light system of moving from Green, through Yellow, Amber to Red. The agreed actions are intended to prevent the hospital from reaching 'Red' status. The responsibility for initiating actions in the first instance lies with the discharge coordinator in conjunction with Clinical Leads/Clinical Services Managers. Please make reference to the East Lothian Community Hospital, Belhaven and Edington Hospital Admission protocols when considering this plan.

PRINCIPLES OF ESCALATION

The escalation information is colour coded and has specific actions at each level.

GREEN (Level 1):

There is sufficient bed capacity within the hospital and patient flow is being managed with very small numbers waiting.

YELLOW (Level 2):

There is a reduction in the level of accessible beds which could cause admission delays. Rehabilitation waiting lists are continuing to grow.

AMBER (Level 3):

Despite measures undertaken, escalation continues to increase. The numbers of patients waiting still exceeds the beds likely to become available over the next week.

RED (Level 4):

The hospital has no accessible beds and Lothian is experiencing difficulty in managing patient flow across all sites. All internal boarding has been completed; rehabilitation waiting lists are high, no further planned discharges or boarding identified across sites.

PROCEDURES IN AND OUT OF HOURS

Within the hours of 08.00 to 16.00 (Mon to Fri), the discharge coordinator will be the first point of contact and will act as a liaison with all wards in East Lothian Community Hospital. This office can be contacted on 01620 642 796 or bleep 7450 VIA ELCH switchboard.

Out of hours and weekend information on admissions to rehabilitation beds and medicine of the elderly beds should be directed to the site coordinator. He/she will liaise with the East Lothian Community Hospital medical staff and admitting ward and will confirm whether the admission(s) can go ahead or not.

Due to limited medical cover after 5pm, all admissions to East Lothian Community Hospital site must be achieved before the cut off point of 7pm Monday to Friday and 5pm at weekends.

TRANSPORT

Transport required within 24 hours can be booked through the transport hub. In exceptional circumstances the day hospital transport may be utilised if available, alternatively private transport can be booked following agreement from CSDM.

- Patient Transport Service (via switchboard) 0300 123 1236
- Urgent Ambulance 0845 602 3999
- HUB (discharges) 21002
- Haddington Depot 01620 824 863

ROLES & RESPONSIBILITIES

<u>Stakeholder</u>	<u>Contact</u>	<u>Responsibility</u>	<u>Out of hours</u>
Patient Flow Team	Gordon Gray	<ul style="list-style-type: none"> • Main point of contact with East Lothian Community Hospital Site capacity within office hours • Have predicted site discharges on a daily basis • Hold up to date bed states across East Lothian Community Hospital site and associated hospitals • Identify any delays and board as appropriate. • Manage daily rehab/COE list in liaison with East Lothian Community Hospital wards and associated hospitals • Attend daily (Mon-Fri) 10am teleconference (and others as required/requested) • Provide daily bed update email • Contact key staff as per escalation plan • Alert key staff to daily level of escalation status • Liaise with RIE Discharge lounge to book transport re priority discharges • Escalate any patient flow issues to CSM. 	<p>As per contact details for site co-ordinator.</p> <p>Sandra Glass</p>
Consultant / Geriatrician	Lewis Morrison	<ul style="list-style-type: none"> • Liaise with East Lothian Community Hospital consultants to identify boarding patients and/or accepting patients out-with their speciality • Attends Red Alert (Level 4) bed meeting • Attends Level 3 /4 teleconference meeting, if required • Alerts on-call consultant to any outstanding bed management issues out-with office hours. 	<p>On-call East Lothian Community Hospital consultant</p> <p>Lewis Morrison</p>
<p>Interim Chief Nurse/Group Service Manager</p> <p>Service Managers</p>	<p>Lorraine Cowan</p> <p>Ellie Hunter</p> <p>Margaret Drew</p> <p>Gordon Gray</p>	<ul style="list-style-type: none"> • Attend teleconference at Amber/Red level as required • In liaison with patient flow team and site co-ordinator, communicate with wards as required to flex bed capacity • Identify any staffing issues in flexed up areas • Agree taxi use to facilitate early discharge from wards – when required • Attends Red Alert (Level 4) bed meeting 	<p>Site co-ordinator:</p> <p>EL Co-ordinator based at ELCH via Switchboard</p>

<u>Stakeholder</u>	<u>Contact</u>	<u>Responsibility</u>	<u>Out of hours</u>
Director of Health and Social Care	Alison Macdonald	<ul style="list-style-type: none"> To agree jointly with Interim Chief Nurse the opening of any unfunded capacity 	Out of hours : On-call Senior Manager via Switchboard
Service Manager, EL Integrated Rehabilitation Service	Lesley Berry	<ul style="list-style-type: none"> Assist in identifying patients for early discharge 	Team Manager for AHPs: Band 7s
Group Service Manager, Assessment & Care Planning	Carolyn Wyllie	To link with community teams in assisting with early discharge where possible	Assistant Team Manager

PROCESS OF ESCALATION

GREEN (Level 1):

- Patient flow is managed daily by East Lothian Community Hospital patient flow team in conjunction with the Senior Charge Nurse of the ward area.
- TRAK is checked for accuracy.
- Any delayed discharges identified for boarding and paperwork completed.
- Empty beds and planned discharges communicated to LUHD Site Capacity Management via daily teleconference at 10am.
- Daily bed email to communicate bed status (and escalation level) from East Lothian Community Hospital patient flow team to LUHD Site Capacity Management, Service Managers and site co-ordinator.

YELLOW (Level 2):

- As above and Site Coordinator/ On site Rehabilitation Consultant Geriatrician / Service Manager alerted to numbers waiting.
- Priority given to move any East Lothian Community Hospital delays into any vacant boarding beds across the county.
- Inform SW dept of escalation level and likely boarding of any delayed discharges out with East Lothian Community Hospital site.
- The site co-ordinator should liaise with the Service Managers over any transport required to co-ordinate transfers and admissions.

AMBER (Level 3):

- As above and/or
- Site Coordinator / On site Rehabilitation Consultant Geriatrician /Service Managers alerted to numbers waiting and agree escalation to level 3
- Site Coordinator / On site Rehabilitation Consultant Geriatrician / Service Managers requested to attend teleconference
- Any potential 'boarding' patients to be identified by On site Rehabilitation Consultant Geriatrician for transfer to other speciality areas
- On site Rehabilitation Consultant Geriatrician to liaise with other consultants to accommodate rehab list with 2 hours of first teleconference. Following receipt of referral, decision made for acceptance before 2nd teleconference.
- Bed management liaise with Site capacity management in diverting admissions to other hospitals across Lothian to assist in accommodating rehab list.
- Notify Discharge to Assess / START teams of escalation for any potential patients for early discharge with support
- Site co-ordinator and discharge coordinator to attend 2nd Teleconference with Site Capacity to update plans by 2 pm.

RED (Level 4):

- As above and /or
- Site Coordinator / On site Rehabilitation Consultant Geriatrician / Service Managers alerted to numbers waiting and agree escalation to Level 4 status
- Call Level 4 (Red) alert meeting (1pm) to discuss with Site Coordinator / On site Rehabilitation Consultant Geriatrician / Service Managers / SW to identify any further actions
- CHP General Manager alerted
- All un-funded beds to be considered for temporary use following consultation with Director of Health and Social Care

De-escalation

Important to de-escalate as soon as appropriate. On site Rehabilitation Consultant Geriatrician and Service Managers to decide when, in discussion with East Lothian Community Hospital patient flow team and Site Coordinator.

Appendix 1

East Lothian Hospitals Ward Information

EAST LOTHIAN COMMUNITY HOSPITAL			
Ward	Speciality	Beds	
1	HBCCC	20 beds –single rooms	
2	Lammerlaw	20 beds –single rooms	
3	MoE Acute Assessment & Rehabilitation	24 beds	
4	Stepdown	20 beds	
BELHAVEN HOSPITAL			
1	Blossom House	11 single rooms	
3	Hollytrees	12 single rooms	
EDINGTON HOSPITAL			
	GP Admissions & Palliative	5 single rooms 2 double rooms	

Total capacity of MoE acute assess. & Rehab beds : 20
Total capacity of Complex Care beds : 20
Total capacity of GP Admission beds : 14 – Belhaven & Edington
Total capacity for Step Down: : 20

Total number of admission beds
[Excluding Nursing Home] across sites: 74 inpatient + 14 day care beds