



WINTER PLAN INTERNAL STRATEGIES

Version	1.2 - Final
Winter Planning Leads	Anne Kennedy/Marion Dickson/Nicky Moon/Alyson Raine/Julie Slorance
Date ratified by Trust Board	
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1. Introduction

This plan is to be used in conjunction with Northumbria Healthcare's Operational Resilience and Capacity Plan (EP21) which details the Trust's escalation plan which is shared regionally. A full copy of this can be found on the Emergency Preparedness Intranet [page](#).

2. Purpose

This plan sets out the Trust's approach to managing the challenges of increased demand and/or reduced capacity by proactively reviewing, improving and implementing its operational resilience and capacity measures to minimise the impact on patient care.

3. Trust Strategies

***Key**

Blue – Scheme already in place

Green – actions in place and on track for initiative to be implemented within rapid timeframes if necessary

Amber – in plans, but risks associated with delivery

Red – no plans in place

Initiative	Descriptor		Trigger or Date Commencing	Whom	Status*	Risk
Preparation	Occupational Health Support – Flu vaccination commenced September to vaccinate staff in preparation for winter. Occupational Health services available to support staff during winter period.		1 October 16	Marion Wilson		Target is for 75% of staff to be vaccinated. Current status as 16 January is 61%.
	Bank Holiday Period	Increase patient discharges prior to Christmas/New Year Bank Holiday period to facilitate <85% capacity.	23 December 16	All		
		Communication messages prepared to circulate to the public about using ED/UCC's appropriately.	1 December 16	Communications		
		Communicate the Trust's plans with Local Authority.	20 December 16	David Evans via A&E Delivery Board		
		Communicate the Trust's plans with Primary Care.	20 December 16	David Evans via A&E Delivery Board		
		Request copy of Local Authority's plans	20 December 16	David Evans via A&E Delivery Board		
		Request copy of Primary Care's plans	20 December 16	David Evans via A&E Delivery Board		

Initiative	Descriptor	Trigger or Date Commencing	Whom	Status*	Risk
	Severe Weather – protocols in place to invoke the Trust 4 x 4 pool cars for severe (snow) conditions.	1 November 16	Debbie Reape/ Alison Bywater		
Capacity	PNPs – Shiremoor Nurse Practitioners to move to NT UCC, NSECH or support NPC	20 December 16	Anne Kennedy/ Alyson Raine/ Janet Kelly		Position as of 23.01.17: Consultation process has been completed. One member of staff has been redeployed into community nursing as a locality lead; two staff are considering redeployment into the clinical informatics team, this has not as yet been finalised and is being managed by HR.
	WGH UCC – WGH UCC to become GP run to release ED consultant to NSECH	31 October 2016	Anne Kennedy		
	Admission Avoidance – Admission Avoidance and Community Allocation Teams to provide support in primary care to prevent unnecessary hospital admissions	1 December 16	Julie Slorance		
	Additional Nursing Staff – corporate and specialist nurses to undertake clinical roles.	TBC	Debbie Reape/ Elaine Henderson		Paper to Partnership Board on 29 November.
	Business Units to speak and identify volunteers.	Immediate	Business Unit Leads		
	Primary Access Centre, WGH – Closure of centre to release nursing staff to assist in Northumbria Primary Care to improve primary care capacity.	1 December 16	Ann Wright/ Anne Kennedy		CCG decision required and public consultation may be required.
NPC Nursing Staff – from 5 November working weekends 1200 hrs to 1800 hrs and	5 November 16	David Hedgcock/ Anne Kennedy		Only available until end of December	

Initiative	Descriptor		Trigger or Date Commencing	Whom	Status*	Risk
	working weekdays from 12 November, from 12 noon until end of normal shift.					
	Selling Annual Leave – request to non-flexi staff has been sent asking if anyone wants to sell annual leave Jan-Mar to support the winter period		1 January 17	Debbie Reape		
	Full Hospital Protocol – Northumbria's Decompression protocol has been implemented. Exec Team undertaking walkabout NSECH walkabout from November. Medicine & EC BU monitoring daily		7 November 16	All		
	Potential Overnight closure of UCCs at WG, HG & NT - close Base Site UCCs 0000 hrs to 0800 hrs to free up ENP and HCA capacity to assist at NSECH,		1 December 16	Ann Wright/Anne Kennedy		Public consultation maybe required.
	Cancer and 18 Week Pathways – to be scheduled as business as usual		On-going	Anne Kennedy/ Marion Dickson/ Nicky Moon		
	Additional Medical Ward	Ward 8, NTGH (orthopaedic) to be handed over fully staffed with nurses. Inpatient elective work to be redistributed to WGH and HGH. Day case surgery will remain unaffected.	20 December 16 to 1 February 17	Anne Kennedy/ Marion Dickson		
OSM/Matron link to be allocated to Ward 8 as a resource to surgery		Anne Kennedy			Beth Godwin and Lorna Dace. Sue Sutton and Helen Chaplin	
Reset week for Ward 8 to		13 December 16	Marion Dickson			

Initiative	Descriptor		Trigger or Date Commencing	Whom	Status*	Risk
		reduce electives, increase discharges				
		Reset week for Ward to increase discharges	23 January 17	Anne Kennedy		
		Ward 3, HGH – Monitor staffing levels to ensure appropriate manage overnight patients	20 December 16	Marion Dickson		
		Theatre Teams – review theatre teams, anaesthetists and surgeons to ensure correct skill sets are in place across the sites	On going	Marion Dickson		
		Nurse Training – ensure surgical nurses receive training from medicine team to share medical skills	November 16	Elaine Henderson/Louie Fitzgibbon		
		Boarders Consultant – specialist to cover on one week rotations from December to March inclusive	1 December 16	Anne Kennedy		
		Consultant Cover (GIM & MAC) – bring forward consultant MAC shift at NSECH to commence at 1400 hrs to meet with ED consultant. GIM consultant and ED consultant to meet at 1400 hours in green zone to deploy optimally dependent on circumstances	7 November 16	Anne Kennedy		
		Infection Control Team – working daily with wards to mitigate infection control issues and monitor outbreaks and as appropriate linking in with the deep clean team.	On going	Nicky Moon		

Initiative	Descriptor	Trigger or Date Commencing	Whom	Status*	Risk
	Working with community and nursing homes to monitor outbreaks and assist keeping patients out of hospital as appropriate.				
	Radiology and Pathology – escalation plans in place to support increased pressures (link to escalation plans on page 4).	On going	Nicky Moon		
	Maternity – as part of general preparation for emergency planning the service has a full escalation plan which includes staffing shortages, adverse weather conditions and outbreaks of flu/D&V affecting staffing.	On going	Janice McNichol		
Flow	Theatres Surgical Information Team – work on a daily basis to appropriate place patients	1 November 16	Marion Dickson		
	Frailty Assessment Unit – increase to full day consultant cover.	29 November 16	Anne Kennedy		
	ED NSECH – additional medical doctor available overnight	1 November 16	Anne Kennedy		Only managing to provide cover approx. 20% of time.
	Community Matrons – to be utilised to liaise with Base Sites and NSECH to assist with capacity and flow. To attend daily site safety briefings at 0915 hours.	1 December 16	Julie Slorance/ Anne Kennedy/ Marion Dickson		
	Medical Consultant Weekend Ward Rounds – request for volunteers list for January and February 2017	1 January 17	Anne Kennedy		
	Matron Time, NSECH Weekends – matron rota at NSECH restaring to facilitate with staffing, flow and capacity issues	19 November 16	Elaine Henderson		
	ERS – contract extended until 2200 hours (7 days per week) to facilitate transfers.	1 November 16	Ann Wright		
	HGH and Haltwhistle Beds – explore using medical meds to full capacity	On going	Marion Dickson		

Initiative	Descriptor	Trigger or Date Commencing	Whom	Status*	Risk
	Nursing Home Beds – Nursing home beds to be identified to purchase should the need arise.	n/a	Daljit Lally/Ann Wright/Anne Kennedy/Mira Doshi		Agreed in Dec meeting that this would be transferred to TWOB monitor
Discharge	Mortuary – capacity increased on opening of NSECH. Contract in place with funeral directors to fine a daily charge if they do not remove bodies when paperwork is in place to release the body.	Complete	Clinical Support		
	Anticoagulant Nurses – are available as a nursing resource to be deployed if required.	20 December 2016	Nicky Moon		
	Phlebotomy - phlebotomy service to be trialled to commence at NSECH at 0600 hrs.	1 December 16	Anne Kennedy		
	Community Nurse - on duty 10-6 at weekends whose role is to respond to community referrals, they will support a discharge by following the patient up at home and have followed up discharges from NSECH.	On going	Julie Slorance		
	NSECH Pharmacy – 7 day working in place	1 December 16	Nicky Moon		
	Vanguard Pharmacy – providing enhanced programme of working into the community supporting GPs and nursing homes and will link into wards on base sites to assist facilitating discharge.	On going	Nicky Moon		
Other	Child Health – is part of Newcastle's escalation plan; if Newcastle under pressure agreement is that Northumbria will defer transfers, based on acuity, greater than 24 hours.	On going	Alyson Raine		
	SCBU – part of wider network escalation plan.	On going	Alyson Raine		

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