

Cambridgeshire Community Services NHS Trust

Winter Planning Assurance 2019/2020

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Guidance

Key points:

- This Assurance is presented to the Board as an overview of the mitigation plans developed to ensure operational resilience for winter 2019/20 for Cambridgeshire Community Services NHS Trust (The Trust). **The Trust's aim is to sustain safe and effective care during this period.** It sets out:
 - key pressures that arise from the winter period
 - demand and capacity modelling
 - plans for ensuring co-ordination and coherence of our services
 - service and corporate level escalation plans
 - co-operation with other organisations & services
- A separate focus for the On-call arrangements over the Christmas and New Year period 17 December 2019 – January 2020.
- A current synopsis of the Trust's Flu Vaccination Programme and trajectory aims for 2019/2020, given the importance and potential impact of flu on staffing and capacity.
- This Assurance should be read in conjunction with the Trust's Influenza Pandemic Plan, the Major Incident and Business Continuity plans.

Chief Executive Officer	Signature: Matthew Winn Date:
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Medical Director	Signature: David Vickers Date:
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Chief Nurse	Signature: Julia Curtis Date:
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Demand & Capacity

LUTON ADULTS SERVICES TEAM

Service Summary:

- The Trust provides has an integrated discharge team based within the Luton & Dunstable hospital which also provides a GP Liaison service. This supports the turnaround of adult patients from the acute back into to the community through safe effective discharges, five days per week.
- Integrated Rapid Response / At Home First and Care co-ordination provides a well-established multi-disciplinary approach with a purpose of supporting patients needing to be admitted to hospital. This is a joined up approach which is achieved through the clear lines of communication with the hospital clinical navigation team
- The Falls Service and specialist palliative nurses further support the hospital admission avoidance through both planned preventive and responsive support operating across seven days a week.

Identified pressures:

- The requirement to release capacity and increase efficiency in responding to increased referrals for unplanned episodes of care in order to prevent inappropriate hospital admissions and support people to remain in their own home.
- Increased referrals from patients on the caseloads with chronic disease who have care plans in place which includes how to seek help and advice.
- Increases in early discharges from hospital which require same day visits can place additional pressures on capacity and anticipatory medications are provided where appropriate

Solutions:



Contingency plans are reviewed monthly to allow a flexible response to emergent winter pressures.



Patients who undergo Intensive Case Management will have personalised care plans including Hospital (Admission Avoidance) Care Plans developed that are shared with the acute hospital and other partner agencies. Anticipatory medications are provided where appropriate.

A Trusted assessor model for improving delayed transfers of care from the acute trust to residential homes is being piloted. Regular attendance at GP practice MDT and cluster meetings by CCS staff is established and utilized to promote the At Home First model, in particular the Integrated Rapid Response Service.



Services have the ability to flex staff across these integrated services during times of increased pressures in urgent care demands and this will create additional capacity required during post bank holiday periods to support demand for admission aversion visits provided during those periods.



Communication updates will be circulated throughout the Unit providing, in particular, details of amended winter rotas, opening times and contact details for health and social services. The Trust participates in the Bedfordshire and Luton Commissioners daily system teleconferences to support a thorough understanding of all providers' constraints and capacity during periods of pressure during the year.

LUTON CHILDRENS COMMUNITY NURSING SERVICES TEAM

Service Summary :

- The hospital has a clinical navigation team in ED which can liaise daily with the Nurse co-ordinator for those patients with care plans in place to facilitate return home rather than admission.
- Children's Services Rapid Response is in place seven days per week which supports the rapid turnaround of children to their own homes either in PAU or on discharge. The team liaises daily with the local hospital to facilitate early discharge to free up beds. GPs also refer to prevent hospital admissions. Monday to Friday Rapid Response have a clinic at the Luton Treatment Centre clinic and referrals are now being accepted from 111. Home visits still take place week ends and back holidays.
- Children's Continuing Care Team provides support in the child's home throughout a 24 hours period seven days a week. Parents retain responsibility for their child. All families who have technologically dependent children do have battery back-up for machines in the event of a power failure.
- Children's Community Nursing Team provides a service seven days a week 0800-1800. Operating between 0900–1700 on weekends and bank holidays, delivering care which otherwise would need to be delivered by the hospital, i.e. intravenous antibiotics, wound / line care, palliative and out of hours End of Life Care to enable a child to die at home. There is also a complex case load of children that require enteral feeding, support with breathing, oncology and palliative care.
- The Special School Nursing Team supports children with complex medical needs in specialist and mainstream school. In the event of extreme weather conditions the schools remain closed.
- Edwin Lobo Community Paediatrics Service provides a Consultant Paediatrician- led Community Paediatric Service to Children and Young People (CYP) with suspected disability, neuro-disability, and developmental delay across Luton and part of Bedfordshire. Usual hours of service delivery are Monday to Friday 9am-5pm

Identified pressures:

- Increased respiratory conditions amongst children due to the cold weather.
- Increased respiratory support may be required to enable children to stay at home in the winter.
- Knock on effect of other infrastructures being closed, such as schools during the cold weather, which can create an increased dependence on Trust staff.

Solutions:



Contingency plans are reviewed monthly to allow a flexible response to emergent winter pressures. This will continue to release capacity and increase efficiency in responding to unplanned episodes of care in order to prevent inappropriate hospital admissions and support people to remain in their own home.



Contingency plans will continue to release capacity and increase efficiency in responding to unplanned episodes of care in order to prevent inappropriate hospital admissions and support people to remain in their own home.

Patients on the caseloads with Chronic Disease have care plans in place which includes how to seek help and advice and anticipatory medications are provided where appropriate.

Children in the service will have individualised care plans including Anticipatory Plans developed and shared with partner agencies.

Services have the ability to flex staff across these integrated services during times of increased pressures in urgent care demands and this will create additional capacity required during post bank holiday periods to support demand for admission aversion visits provided during those periods.



The Trust contributes to winter planning in a timely way and agrees 'step up and step down' actions to support the whole system across community nursing rapid response, End of Life Care and care homes, seven days per week in Bedfordshire and Luton.



Communication updates will be circulated throughout the Unit providing, in particular, details of amended winter rotas, opening times and contact details for health and social services. Bedfordshire and Luton have in place daily system teleconferences to support a thorough understanding of all providers constraints and capacity. Commissioners contribute to this call to ensure they are fully briefed daily on any escalations needed.

LUTON 0-19 UNIVERSAL SERVICES

Service Summary

- Luton 0-19 universal service provides a locality based home visiting service five days a week 09.00-17.00 Monday – Friday. There are occasional home visits on Saturdays.
- The service also provides clinical and administrative contact through a single point of access Monday – Friday 9 AM -5.00PM. There is no service on a Sunday or bank holidays
- The locality team’s service deliver community-based care, the majority of contact is within the 0-5 pathway where contact is mainly offered in service users homes with some clinic based activities.
- 5-19 care is provided by school health team, work is carried out in a number of venues, school based , local authority and occasional home visits.

Identified pressures:

Possible difficulties in travel in extreme weather conditions

Knock on effect on staffing and delivery of other infrastructures being closed, such as schools during the cold weather.

Solutions:



Contingency plans are reviewed regularly to allow a flexible response to emergent winter pressures. A local business continuity plan is in place to prioritize locality service delivery when staffing pressures impact.

All contacts and meetings are prioritized.

Staff have the ability to work remotely with laptops and there are a number of drop down hot desk bases available across the locality.



Safeguarding work and the single point of access are prioritized as per agreed service continuity plans.



The leadership team use a workforce capacity tool and have the ability to flex staff across localities to undertake identified work as prioritised above.



Regular status communication cascades to the teams.

Communication to partner organisations in regards to status and updates on any changes.

BEDFORDSHIRE CHILDRENS SERVICES HEALTH VISITING & SCHOOL NURSING

Service Summary:

- The Health Visiting and School Nursing Service are comprised of community based teams to offer a Universal Service, following the Healthy Child Programme to all children aged 0-19 years of age.
- The Health Visitors deliver their service either in the home or at clinic/ Children Centre settings. The School Nurses predominantly deliver their services in school
- Confidential texting service :Parentline for parents/carers of children and young people aged 0-19 years and ChatHealth for children and young people aged 11-19 years is available Monday to Friday 09:00 to 16:30 (except Bank holidays)
- The service operates between 09:00 and 17:00 Monday to Friday (Except Bank Holidays)
- The Health Visiting Service provides individual information to parents at the Antenatal and Postnatal home visits about recognizing illness in small children and when to seek early help. Illnesses covered in this conversation are Gastroenteritis, Bronchiolitis, Fever, Febrile Seizure, Abdominal pain and Head Injury.
- The Health Visiting Service also provides an Antenatal Parent Education Programme called Bump Birth and Baby Stuff. A 1 hour section of this 3 week course trains parent's to recognize illness in their baby and shows how to act early to reduce the number of babies and young children who attend A&E for minor and emerging illness.
- The School Nursing Service has offered all upper schools in Bedfordshire with training to become an Asthma Friendly School. Champions within the schools have been trained to adopt a policy of managing asthma in the school and to be able to act quickly and appropriately when a child has an asthma attack.
- The aim is to make Bedfordshire an asthma friendly county where it is everybody's business to know about how to support children with asthma through promoting good inhaler use and rapid action before crisis arises.

Pressures:

- Frequent attenders to the local hospitals due to respiratory conditions and epilepsy are known to pressurize the system. Some GP practices have frequent attenders to A&E.
- The commissioned Services were under pressure to reach performance target last year due to adverse weather when home visiting was affected and access to community clinics was reduced in the snow.
- Adverse weather also pressurises the Specialist teams when access to homes and clinics is not possible.

Solutions:



The Specialist Community Children's Service have trained all the Bedfordshire GP's to use O2 Saturation monitors when assessing children with bronchiolitis. 50 monitors have been made available to enhance the assessment and prevent babies being admitted to hospital unnecessarily.



Contingency plans are reviewed regularly to allow a flexible response to emergent winter pressures.



Communication updates will be circulated through the service.



BEDFORDSHIRE CHILDRENS SERVICES CHILDRENS COMMUNITY NURSING TEAM





CCNT Service Summary :

- The Children's Community Nursing Team [acute & complex needs] provides a service five days a week 09.00-17.00 Monday – Friday; there is no service at weekends or bank holidays. The service delivers care which otherwise would need to be delivered by the hospital, i.e. intravenous antibiotics, wound / line care, palliative and End of Life Care to enable a child to die at home (Service will provide 24/7 for end of life care), high level clinical interventions including assistive ventilation and enteral feeding.
- Children's Continuing Care Team provides short break care for Children & Young People with high level physical health care needs up to seven nights a week. Parents retain responsibility for their child. All families who have technologically dependent children do have battery back-up for machines in the event of a power failure.
- The Special School Nursing Team supports children with complex physical health care needs in the local area special schools across Bedford. In the event of extreme weather conditions the schools remain closed.

Identified pressures:

- There is also a complex case load of children that require enteral feeding, support with breathing, oncology and palliative care and respiratory support to enable children to stay at home which may increase in the winter.
 - Increased respiratory conditions amongst children due to the cold weather.
 - Increased respiratory support may be required to enable children to stay at home in the winter.
 - Knock on effect of other infrastructures being closed, such as schools during the cold weather, which can create an increased dependence on Trust staff.

Solutions:

	<p>Contingency plans are reviewed regularly to allow a flexible response to emergent winter pressures.</p> <p>Communication updates will be circulated through the service.</p> <p>Out of office support for short break packages is provided by the Continuing Care Nurses or Senior Managers from the team to ensure escalation of concerns.</p> <p>Business continuity plan includes information regarding the most vulnerable and technological dependent CYP known to the service.</p> <p>The CCN's have a daily safety huddle to review capacity and demand. Due to the nature of the Services Continuing Care and Special Needs School Nurse can be included into the huddle weekly, this can increase if emergency response required.</p> <p>Team have a transferable skill set that can be deployed within the Specialist Nursing team if required</p>
	<p>CYP supported by the team have individual assessments and plans of care available to GP's and other system one users. Care plans are shared with Local Authority and other partners where appropriate or care shared between partner agencies.</p>
	<p>The service can flex staff across the geography is required to ensure prioritisation of needs are met.</p>
	<p>Communication updates will be circulated through the service.</p>

Solutions:



The Specialist Community Children's Service are currently training all the Bedfordshire GP's to use O2 Saturation monitors when assessing children with bronchiolitis. 50 monitors have been made available to enhance the assessment and prevent babies being admitted to hospital unnecessarily.



The Specialist Community Children's Nurses are undertaking a pilot project from September to support the urgent treatment centre based at Bedford Hospital where they will assess unwell children alongside an ANP and provide advice and confidence to parents thereby reducing admission to hospital..



Contingency plans are reviewed regularly to allow a flexible response to emergent winter pressures.



Communication updates will be circulated through the service.

CAMBRIDGESHIRE CHILDREN'S COMMUNITY NURSING TEAM





Service Summary :

- The Children's Community Nursing Team provides a service seven days a week 09.00-17.00 Monday – Friday; there is no service at weekends or bank holidays. The service delivers care which otherwise would need to be delivered by the hospital, i.e. intravenous antibiotics, wound / line care, palliative and End of Life Care to enable a child to die at home (Service will provide 24/7 for end of life care).
- Children's Continuing Care Team provides short break care for Children & Young People with high level physical health care needs up to seven nights a week. Parents retain responsibility for their child. All families who have technologically dependent children do have battery back-up for machines in the event of a power failure.
- The Special School Nursing Team supports children with complex physical health care needs in the local area special schools across Cambridgeshire and Peterborough. In the event of extreme weather conditions the schools remain closed.
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Identified pressures:

- There is also a complex case load of children that require enteral feeding, support with breathing, oncology and palliative care and respiratory support to enable children to stay at home which may increase in the winter.
- The Service is not commissioned equitably across Cambridgeshire and therefore not all Children & Young People are in receipt of care from the service.

Solutions:

	<p>There is a Manager of the day available for staff during office hours.</p> <p>Out of office support for short break packages is provided by the Continuing Care Nurses or Senior Managers from the team to ensure escalation of concerns.</p> <p>Business continuity plan includes information regarding the most vulnerable and technological dependent CYP known to the service.</p> <p>The CCN's have a daily safety huddle to review capacity and demand. Due to the nature of the services Continuing Care and Special Needs School Nurse have a safety huddle weekly, this can increase if emergency response required.</p>
	<p>CYP supported by the team have individual assessments and plans of care available to GP's and other system one users. Care plans are shared with Local Authority and other partners where appropriate or care shared between partner agencies.</p>
	<p>The service can flex staff across the geography is required to ensure prioritisation of needs are met.</p>
	<p>Communication updates will be circulated through the service.</p>

CAMBRIDGESHIRE HEALTHY CHILD PROGRAMME

Service Summary:

- Cambridgeshire Healthy Child Programme provides a service five days a week 09.00-17.00 Monday – Friday; there is no service at weekends or bank holidays.
- The service delivers community-based care, the majority of contact is within the 0-5 pathway where contact is mainly offered in service users homes with some clinic based activities.
- Some 5-19 activity is provided in schools, which are likely to be closed in extreme weather conditions.
- Support for 11-19 age group is provided through a web based text messaging service – delivered through a single point of access at Huntingdon.

Identified pressures:

- Possible difficulties in travel in extreme weather conditions.
- Knock on effect on staffing and delivery of other infrastructures being closed, such as schools during the cold weather.

Solutions:



Contingency plans are reviewed regularly to allow a flexible response to emergent winter pressures. A service continuity plan has been agreed by commissioners to support prioritisation of service delivery when staffing pressures impact.



Safeguarding work and mandated contacts prioritised as per agreed service continuity plans.



The leadership team use a workforce capacity tool and have the ability to flex staff across localities and county to undertake identified work as prioritised.



Regular status communication cascades to the teams.

Communication to partner organisations in regards to status and updates on any changes.

NORFOLK HEALTHY CHILD PROGRAMME

Service Summary:

- Norfolk Healthy Child Programme provides a locality based home visiting service five days a week 09.00-17.00 Monday – Friday; there is no home visiting service at weekends or bank holidays.
- The service also provides clinical and administrative contact through a single point of access and care coordination (JON) Monday – Friday 8AM -6PM and Saturday 9AM-1PM. There is no service on a Sunday or bank holidays
- A web-based texting service (ChatHealth) provides support for young people aged 11-19 during the same hours and a similar service (Parentline) is available for parents and carers.
- The locality teams service deliver community-based care, the majority of contact is within the 0-5 pathway where contact is mainly offered in service users homes with some clinic based activities.
- Some 5-19 activity is provided in schools, which are likely to be closed in extreme weather conditions.

Identified pressures:

- Possible difficulties in travel in extreme weather conditions.
- Knock on effect on staffing and delivery of other infrastructures being closed, such as schools during the cold weather.

Solutions:



Contingency plans are reviewed regularly to allow a flexible response to emergent winter pressures. A service continuity plan has been agreed by commissioners to support prioritization of locality service delivery when staffing pressures impact.

Functionality of call taking and clinical responses of the single point of access can be provided remotely.



Safeguarding work and the single point of access are prioritised as per agreed service continuity plans.



The leadership team use a workforce capacity tool and have the ability to flex staff across localities and county to undertake identified work as prioritised above.



Regular status communication cascades to the teams.

Regular status communication with Norfolk County Councils 'Gold' team to support management of county wide pressures/issues relating to children and young people.

Communication to partner organisations in regards to status and updates on any changes.

SCHOOL IMMUNISATION SERVICE

Service Summary:

- The childhood 'flu vaccination programme' is offered to primary school children in Reception through to Year 6, delivered each autumn, between October and December.
- From January 2019, the service delivers HPV vaccination in secondary schools.
- This is service-wide – Cambridgeshire & Peterborough, Suffolk and Norfolk, including Great Yarmouth & Waveney. All schools are visited, including state schools, independent school, Pupil Referral Units, Special Schools as well as the home educated.

Identified pressures:

Children who miss the flu vaccine at school owing to absence.

Possible difficulties in travel in extreme weather conditions.

Knock on effect on staffing and delivery of other infrastructures being closed, such as schools during the cold weather.

The staffing demands of the childhood flu programme mean that there is no capacity for other work during the flu vaccination season.

Solutions:



Children who have missed the flu vaccine at school owing to absence are offered clinic appointments. Children for whom a consent form wasn't returned are offered the same clinic appointments.

The service offer CCS staff flu vaccines before the start of the childhood flu programme in September, and additionally vaccinate special school staff and assist in vaccinating Cambridgeshire County Council, Peterborough City Council and Norfolk County Council Staff

Bank nurses are used regularly during flu season to fulfil flu requirements, and could be called upon in the event of a winter emergency.

Ambulatory: Integrated Contraception and Sexual Health Services and Musculoskeletal Services (MSK)

iCaSH, Dynamic Health, Oliver Zangwill & Bedfordshire Neurological Services will follow the contingency planning outlined in the PHE Cold Weather Plan 2019 and their localised business continuity plans.

CAMBRIDGESHIRE & PETERBOROUGH DENTAL ACCESS CENTRES

Service Summary:

- From 1st October 2019 the Cambridge, Huntingdon, Wisbech and Peterborough Dental Access Centres provide a Monday to Friday service
- All four Dental Access Centres will operate normal working hours until end of business Tuesday 24 December, Friday 27 December, Monday 30th December and Tuesday 31st December

Identified pressures:

- Possible difficulties in travel in extreme weather conditions

Solutions:



Business Continuity plans are in place and reviewed and updated to ensure maximum service delivery

The team is able to flex staff across localities as required to enable service delivery

Dates	Dental Access Centre Location	Clinic Times
24 December 2019 27 December 2019 30 December 2019 31 December 2019	Peterborough	0800-1230 1330- 1900
	Wisbech	0800-1300 1345- 1800
	Hunts	0830-1230 1315-14.45
	Cambridge:	0800-1230 1315 -1730

Trust Staff Flu Vaccination planning



- The Trust has identified that due to a national issue with the vaccines, its delivery of staff influenza vaccines will be delivered in a phased approach. Flu vaccines are scheduled to be with the Trust by the beginning of October 2019.



- A programme of clinic sessions and attendance at team meetings will be rolled out across all services and localities, with support from the Children's Immunisation Team, iCaSH departments, Adult and Children community Nursing teams, Occupational Health, locally identified and appropriately trained registrants and the IPaC (Infection Prevention and Control) Matron.



- The Trust's Flu vaccination trajectory is aiming to surpass the national agreed target of 80%.

- A total of 1800 identified staff with a target of 1440 staff is identified to achieve 80% compliance.

- The Trust's Communications Team is supporting to increase awareness through the use of social media, the staff intranet, screen savers and the Communication Cascade.



- The Trust Flu Work Plan & Campaign is a standing agenda item at the Trust's Infection Prevention and Control Committee.

- The Trust will continue to receive weekly vaccination uptake progress reports for each service on a weekly basis, once the campaign has commenced.

- Following on from the Trust's 2018/19 campaign, the Trust will continue supporting the Unicef's 'Have a jab, give a jab' campaign for 2019/20.

- The Trust has reviewed the way in which staff uptake is collected, processed and analysed. This will enable business units to analyse their vaccination data which in turn aids its departmental cross working ability in assessing those staff who:

- Have had a flu vaccination provided by the Trust;
- Received a flu vaccination provided by an organisation other than the Trust (including other NHS Trusts, GP's and other external organisations);
- Enabling the Infection Prevention & Control Team and the Human Resources Team to liaise and identify patterns of staff sickness.



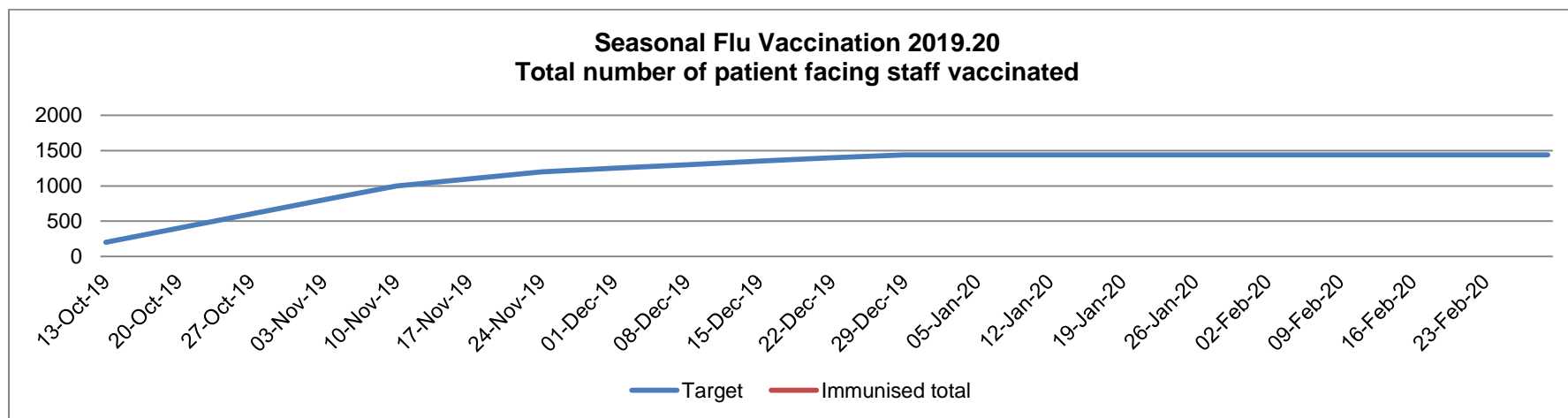
Trust staff flu vaccination trajectory

Staff vaccination data (as at June 2019):

Total Trust Staff	Eligible Staff Available	Target (80% of eligible staff)
2416	1800	1440

Seasonal influenza Staff uptake 2019/20:

	13.10.19	20.10.19	27.10.19	03.11.19	10.11.19	17.11.19	24.11.19	01.12.19	08.12.19	15.12.19	22.12.19	29.12.19
Target	200	400	600	800	1000	1100	1200	1250	1300	1350	1400	1440
Immunised												
% of eligible staff	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%



WORKFORCE



Service actions:

- Each service has its workforce plan for winter adapted to their specific service requirements.
- Services across the Trust continue to recruit to vacant posts.
- Staff are encouraged to have their flu vaccinations which is supported by the in-house flu campaign.
- Management of staff absences will continue.
- The Trust continuously reviews bank and agency arrangements to cover service needs and is in line with national guidance.
- In addition, the Trust Services undertook a six months Workforce Review in March 2019.



Key actions agreed:

- Introduce service level talent mapping and succession plans.
- Utilise the apprenticeship levy and new routes into clinical training to train the future workforce.
- Continue to review reasons for leaving and address any areas of concern.
- Review the success of its existing recruitment and retention Premia and consider use in other hard to fill posts where appropriate.

COMMUNICATIONS



- The Trust is an active partner in system-wide discussions about communications to support winter planning. These discussions take place via the regular Cambridgeshire and Peterborough Communications Cell (NHS and local authority communication leads) and the multi-agency 'Warn and Inform' communication groups with representatives including NHS, district councils, Fire Service and Police. This multi-agency working ensures consistency of message, approach and that lessons from previous years inform current year planning.
- The Trust will proactively support delivery of messages relating to the national 'Stay Well' campaign, including for staff and external audiences, particularly using social media. Local campaigns will also ensure consistent messaging about e.g. self-care, mental health, winter warmth)
- The Trust's Communication Team receives regular briefings from NHS England/NHS Improvement's Communications Network and Public Health England which ensures best use of resources in relation to winter planning campaigns
- The Trust's Communication Team receives regular briefings from the East of England Communications Network and Public Health England to ensure best use of resources in relation to winter planning campaigns.
- The in-house Flu Campaign is actively being planned and will incorporate a range of additional incentives to encourage take up; the campaign will be promoted through multiple channels including the weekly Communication Cascade, staff intranet, staff payslips, online ESR message screen, screen savers, posters and a dedicated email address for staff queries. Staff will be invited to participate in a survey (Survey Monkey) post flu vaccination to seek their views on the in-house campaign and potential improvements that could be made.
- Individual Divisions are ensuring communication updates are available and promoted within their services where appropriate including rotas, opening times and availability of contact details for health and social services.
- Information about on-call rotas and processes are available on the staff intranet.

Emergency Preparedness, Resilience & Response



Director Contact Details

From the 17th December 2019 to the 2nd January 2020, the On Call Executive can be contacted on 01480 398500

ON CALL ROTA Staff				
Name	Job Title	Work Tel no:	Work Mobile no:	Email Address:
Julia Curtis	Chief Nurse	01480 308244	07983 705202	julia.sirett@nhs.net
Liz Webb	Deputy Chief Nurse	01480 308203	07976 447943	ewebb1@nhs.net
John Peberdy	Service Director of Children and Young People's Services	01353 725572	07983 343998	jpeberdy@nhs.net
Tracey Cooper	Service Director of Ambulatory Care Services	01223 723015	07983 344254	tracey.cooper3@nhs.net
Linda Sharkey	Service Director of Luton Community Unit	0333 405 3120	07717 303100	linda.sharkey@nhs.net
Karen Mason	Head of Communications	01480 308212	07754 885331	karen.mason4@nhs.net
Bruce Luter	Assistant Director of Business Development, Contracts and Strategy	01480 308222	07807 288827	bruce.luter@nhs.net
Mark Robbins	Director of Finance & Resources	01480 308206	07715 932771	markrobbins@nhs.net
David Vickers	Medical Director	01480 308244	07855 081720	david.vickers@nhs.net
Anita Pisani	Deputy Chief Executive and Director of Workforce and Service Re-Design	01480 308206	07950 788245	Anita.pisani@nhs.net
James Gingell	Assistant Director of ICT, Clinical Systems & Informatics	01480 355124	07813 549566	jamesgingell@nhs.net
Anne Foley	Transition Programme Lead	01480 308222	07816 863165	anne.foley1@nhs.net

Emergency Preparedness, Resilience & Response

- The Trust's winter resilience plans are linked to national guidance provided by NHS England i.e. the Cold Weather Plan.
- The Trust has an agreement with the Metrological Office (Met. Office) to automatically receive advanced warnings and alerts of severe weather within its catchment areas. This arrangement is called the National Severe Weather Warning Service (NSWWS) alert. If an alert is received, the information is cascaded to all staff to ensure that suitable arrangements are in place to minimise the impact to services, e.g. review of rotas and to minimise the risk to the business and the health, safety and welfare of both patients and staff.
- On a weekly basis the Executive Team will oversee performance exceptions and escalate to the Board via the relevant Clinical Operational Boards.
- On-call and incident reports are monitored by the EPRR & Prevent Lead and resolved as required.
- A review of this year's winter plan will be held in June 2020 by the Trust EPRR Operational Committee which will identify areas for improvement and lessons learnt, which will then be reported in the EPRR annual report 2020. This will influence the 2020/21 winter planning by the Trust.

Partnership Working

- Teleconferencing arrangements are in place to allow health partners to review whole system planning and address capacity issues.
- The Trust has strong links with its leading Cambridge & Peterborough and Bedfordshire & Luton Local Health Resilience Partnerships and is also engaging with, but at a lesser extent, with Suffolk and Norfolk LHRPs.

Governance

Quality & Patient Safety

The Trust uses a variety of routine monitoring tools to enable local and strategic Board level oversight of relevant Quality indicators throughout the year (including the winter period). These include the following:

- Trust Board Quality Report and Quality Data Pack
- Via Board Sub-Committees such as the Quality Improvement & Safety
- Trust wide and Community Unit Quality dashboards
- The Quality Early Warning Trigger Tool
- Service level and Corporate Risk Registers
- Operational Business Continuity Plans
- Local arrangements for urgent monitoring of service provision (i.e. teleconference process for District Nursing)
- Service/Team level Quality Boards displayed in patient-facing areas, updated monthly and detailing key quality and safety outcomes.

Quality Dashboards

The Trust uses a Quality dashboard (first implemented in April 2012) with metrics identified in the areas of:

- Safety (Harm Free Care, Serious Incidents, Never Events, Medication Incidents, Infection Prevention & Control, Hand Hygiene)
- Effectiveness (Mandatory Training compliance, Safeguarding Supervision, Workforce data including sickness and appraisals, Staff Friends & Family Test)
- Experience (Concerns, Complaints, Friends & Family Test score)
- Other Quality information (Quality Early Warning Trigger Tool)
- These enable each Community Unit (Ambulatory Care, Luton Adult & Children's Services, Cambridgeshire/Norfolk/Bedfordshire Children's Services) to monitor quality performance closely for the previous month collated in one place to facilitate analysis.
- A colour coded system is in place and the Trust wide summary is presented to the Board each month as a component of the Trust Board Quality Report and Quality Data Pack.

List of abbreviations

CAMH	Child & Adolescent Mental Health
CHC	Continuing Healthcare
ED	Emergency Department
EPRR	Emergency Preparedness, Resilience & Response
HHCT	Hinchingbrooke Healthcare NHS Trust
IPaC	Infection Prevention & Control
L&D	Luton & Dunstable Hospital
LHRP	Local Health Resilience Partnerships
MDT	Multi-Disciplinary Team
NICU	Neonatal Intensive Care Unit
NSC	National Screening Committee
NSWWS	National Severe Weather Warning Service
NWAFT	North West Anglia NHS Foundation Trust
OOH	Out of hours
PAU	Paediatric Assessment Unit
PHE	Public Health England
SCBU	Special Care Baby Unit

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