



Improving lives **together**

Norfolk and Waveney Integrated Care System

Norfolk and Waveney Winter Plan 2022/23

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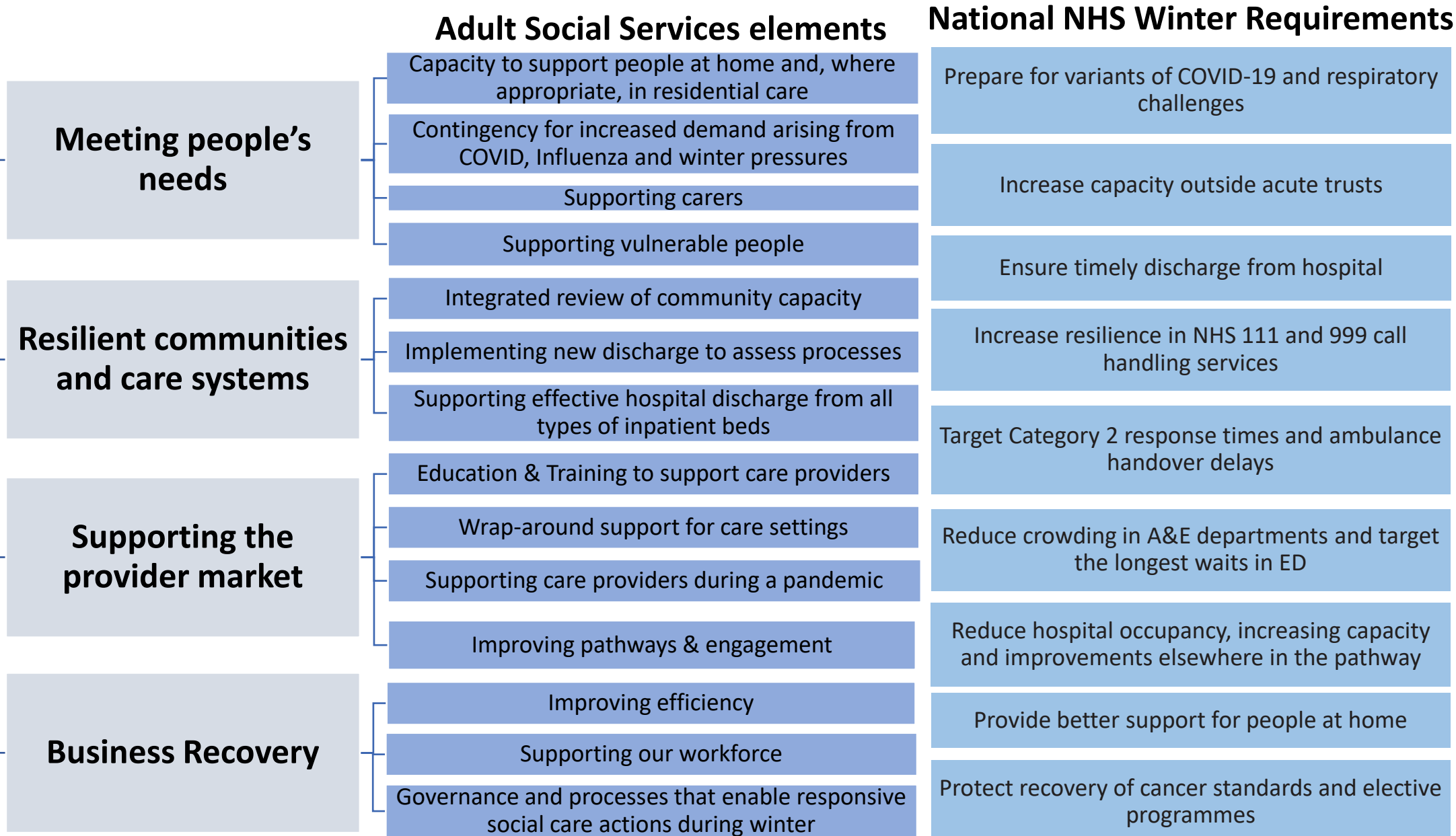
Marcus Bailey, *Winter Director,
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Context

- National projections show a rising urgent and emergency care demand profile across winter 2022/23 with current pressures compounded by a resurgence of flu and respiratory illnesses and waning COVID-19 antibodies in the population. While the demand profile for Norfolk and Waveney has been below forecasts for the previous two winters and increases are expected this year following a summer with no easing of pressure.
- Most 'on the day' urgent health care is delivered through the primary care route, but practices are struggling to meet demand despite an uplift in appointments offered. Similarly surges in mental health demand have been outstripping capacity resulting in increased attendances at ED and delays in accessing care.
- Pressures are expected to be compounded by the impact of the cost-of-living crisis which is placing many more at greater risk of hardship and reduced opportunity of health and well-being and may result in increasing hospital admissions for respiratory related illnesses following spells of cold weather.
- Patient flow across the health system has been increasingly concerning with discharges delayed across all patient pathways and length of stay increasing in our acute, mental health and community hospitals.
- Norfolk and Waveney ICS has been awarded £11m to increase "bed" and / or "bed equivalent" capacity to improve and speed up discharge which in turn will speed up admission to hospital reducing ambulance delays in offloading at our Emergency Departments.
- Workforce recruitment and retention issues are risks for this winter along with the threat of industrial action across the health sector and beyond.
- Health and Social Care have developed a joint winter plan which maximises opportunities to link people with a range of services across statutory and VCSE providers, to maintain personal resilience and promote independence.

Summary: Winter Framework 2022/23

Helping our population live as healthy life as possible during winter, through working together and ensuring our communities remain resilient, we address inequalities and prioritise prevention



Adult Social Care key themes

Meeting People's Needs

Increasing capacity in home care support.
Working closely with our providers, carrying out targeted work to reduce our interim care list. Utilising housing with care flats as part of our community model of care.
District Direct working to reduce barriers to housing.

Resilient communities and care system

Expansion of VCSE capacity to support discharge, low level non CQC regulated tasks.
Help with Living Costs and money support.
Increasing the use of Direct Payments.
Keep Well Keep Warm campaign.

Supporting the Provider Market

Joining up with health to provide education and training and supporting with recruitment.
Engaging with providers to support, monitor and improve quality of care.

Business Recovery

Improving efficiency through changing processes to manage demand, increasing the number of assessments and reviews.
Ensuring an effective triage process to manage risk.

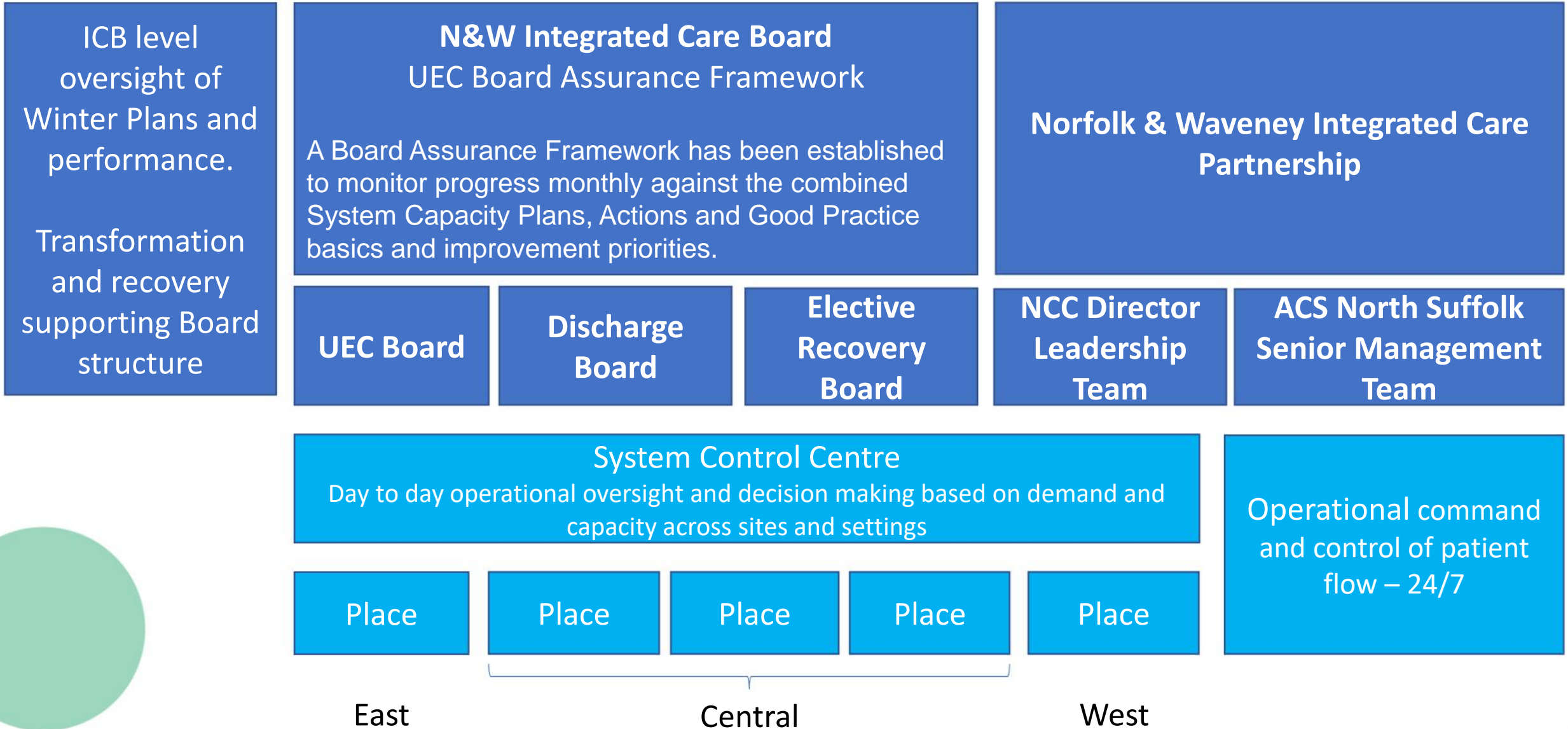
NHS Care Key Themes for Winter



Primary Care	Primary Care access – enhanced roles, additional evening & weekend appointments Supporting primary care resilience - workforce, quality of care and delivery of services.
Reducing Ambulance Delays	A range of community initiatives are planned to help patients access support and reduce delays. Emergency Department alternatives and improving hospital flow will also impact positively by reducing ambulance handover delays.
Discharge from Hospital	Planned 14% increase in beds / equivalent capacity against the 19/20 baseline. Improved processes, work with voluntary sector partners and investment in new roles.
Mental Health Provision	Improving range of mental health services to support urgent care, discharges from hospital and well being through enhanced community support provision.
Improving Access to Services	Increased call handler provision for 999 services and centralised call centre for NHS111.
Workforce	Maintaining a resilient workforce, staff vaccination programme, focus on recruitment, flexible workforce measures.
Business Recovery	Maintaining elective recovery programme and meet surges in demand for cancer services.

Place –based working

- Recognition across the system that hardship and cost of living pressures can lead to mental and other health and well-being issues that impact on individuals, families and communities.
- The Housing sector and district are facing immense pressures of housing, benefit issues, and debt relating issues.
- Key themes of work include;
 - Referral pathways to practical support maximising the opportunities to link people in with support networks, debt, benefits, fuel and food support.
 - Support for those waiting elective surgery to remain well at home reducing falls and deconditioning
 - Access to support for mental health issues
 - Access in to Active Now exercise programmes and health connectors.

N&W Winter Plan – Governance Arrangements





Thank You Questions?



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