



Report of the Director of Adults and Health

Report to the Scrutiny Board for Adults, Health and Active Lifestyles

Date: 9 February 2021

Subject: Winter pressures across Health and Social Care including and during Covid-19

Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Has consultation been carried out?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Will the decision be open for call-in?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary

1. Main issues

2. There have been unprecedented demands on the health and care system this winter. This report provides a brief introduction to the issues that have been faced, and which will be explored in more detail through the presentation at the meeting which will provide the Scrutiny Board with up to date information and analysis. This is a fast paced and changing situation and the response to Winter this year has been characterised by effective planning, effective use of data analysis, good working relationships and a system wide response focused on our common aims and objectives.

3. Resource Implications

- There are no direct resource implications as a result of this report.

4. Recommendations

The Scrutiny Board (Adults, Health and Active Lifestyles) is asked to:

- a) Note the content of this report and the accompanying presentation.
- b) Review the content within the report and provide any feedback and comments.

1. Purpose of this report

- 1.1 The purpose of this report is to present an update on system winter and resilience planning and actions during the third peak of coronavirus as it affects the Leeds NHS system. As ever with winter updates reports, this is a fluid and dynamic situation and more than ever this year, the system – NHS and social care services dealing with urgent care, inpatient care and discharge and rehabilitation community services – has had to remain flexible in response to winter pressures, Covid-19 infection rates and the consequent impact on health and social care services.
- 1.2 The governance system in place includes Bronze, Silver and Gold groups and in the last few months there has been close and effective interaction between the three levels, ensuring that information flow and decision making can be swift and effective. This report provides a 'current state' update.
- 1.3 Given the fluidity in the current situation, the key information points will be presented at the session in PowerPoint – this will ensure that the Scrutiny Board has the most immediate and up to date analysis and information.

2. Background information

- 2.1 The PowerPoint presentation at the meeting will provide the most up to date information available within the system.

3. Main issues

- 3.1 The winter period is generally challenging within the health and care system with additional pressures placed on all parts of the system including primary care, hospital admissions and consequent discharges and community services including those who support system flow by ensuring safe and effective discharge and rehabilitation/recovery support within the community. This year has seen the additional challenge of Covid-19 which has placed unprecedented pressure on the entire system. A number of system operating principles have been applied and continue to be reinforced through effective partnership working.
- 3.2 There has however been a lower than usual influx of people with flu and we have not seen a surge in childrens' respiratory. This is believed to be linked to improved flu vaccinations and school closures/social distancing between children and older people. The coordinated effort to reduce spread of Covid-19 has also had the beneficial impact of improvements in infection prevention so there have been fewer beds in the hospital and associated community services such as the Community Care Beds, lost to norovirus. This has assisted the Community Care Beds which are commissioned by the Clinical Commissioning Group to support effective discharge , system flow and provide people with an opportunity to recover, recuperate and rehabilitate and to go back home in most cases.
- 3.3 Utilising the command structures of Gold, Silver and Bronze and ensuring that there is clearly understood relationships between each set of roles and responsibilities has been the foundation of the effort undertaken over the last 10 -11 months.
- 3.4 Use of data has been critical this year more than ever – but we have had to do this without the usual baseline understanding of demand and impacts as coronavirus has changed the demand and flows in the system so significantly. This has

impacted both in terms of demand through increased morbidity and also demand in terms of staff sickness, isolation, impacts of lockdown and need for Covid-19 security reducing capacity. As a result, modelling against the national trends as well as having a very close focus on what the current data is telling us has been significant in enabling the system to determine where to place its attention and focus.

- 3.5 This has been the most challenging period faced by any health and care system and the Leeds approach has been underpinned by effective working relationships, collaborative working, respecting each other's pressures and sharing skill, experience and expertise.
- 3.6 The three groups outlined above have been supported by communications colleagues who have ensured that there has been a clear line of sight on consistent external and internal communications, and can be credited for providing innovative and effective communications to the people of Leeds.

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 There has been no consultation on the content of this report other than through the various working groups that have been coordinating the Covid-19 response and winter pressures since February 2020.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 Inequalities, and particularly health inequalities, have been at the forefront of the strategic direction set by Health and Social Care Gold, which is the key system leaders in the city. While not the focus of this report it is worth noting that Health and Social Care Gold have directed a number of pieces of work, both in terms of understanding the impact of Covid-19 on the system and also in terms of ensuring that the work that is done is carried out through an equalities lens.

4.3 Council policies and the Best Council Plan

- 4.3.1 The terms of reference of the Scrutiny Boards promote a strategic and outward looking Scrutiny function that focuses on the best council ambitions and objectives.
- 4.3.2 The Leeds Winter response is set in the context of seeking to ensure support for the health and social care sector to respond and recover from Covid-19.

Climate Emergency

- 4.3.3 The climate emergency is at the forefront of thinking in respect of direct service delivery and underpins the work that is outlined in this report. There are however no direct implications arising directly from this report. The Scrutiny Board may wish to consider any specific climate emergency or sustainability issues relating to this matter.

4.4 Resources, procurement and value for money

4.4.1 There are no resource, procurement or value for money implications arising directly from this report.

4.5 Legal implications, access to information, and call-in

4.5.1 There are no legal or other implications arising from this report.

4.6 Risk management

4.6.1 The details in this report relate to external organisations, which may be subject to other considerations relating to risk management. Specific matters may need to be taken into account if any additional scrutiny activity is deemed appropriate.

5. Conclusions

5.1 As a system, Leeds has faced and continues to face some of the most challenging circumstances yet seen within healthcare and social care. This has been no ordinary winter and yet the planning that has been undertaken in previous years, the principles and relationships have stood partners in good stead for facing these unprecedented demands.

6. Recommendations

6.1 The Scrutiny Board (Adults, Health and Active Lifestyles) is asked to:

- a) Note the content of this report and the accompanying presentation.
- b) Review the content within the report and provide any feedback and comments.

7. Background documents¹

7.1 None.

¹ The background documents listed in this section are available to download from the council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.