

# Fermanagh and Omagh Council Health and Social Care Committee

Meeting 14 November 2023, 3pm



# WINTER PLAN

WESTERN HEALTH & SOCIAL CARE TRUST

## 2023/24 :Overview

The Plan is based around three regional high impact areas:

- Maximising ambulance capacity
- Reducing time spent by patients in emergency departments awaiting clinical decision and next stage of care
- Timely hospital discharge for patients who are medically fit for discharge.

The Plan also sets out the key enablers to help us deliver, including our staff health and wellbeing, surge / industrial action preparations and comprehensive local and regional oversight arrangements.



Western Health  
and Social Care Trust

# Regional Priorities

## Regional Priorities

### Maximise Ambulance Capacity

- Work with NIAS to support ambulance handover, enhanced coordination and smoother patient transfer
- Maximise ambulatory pathways to reduce need for ED attendance and admissions
- More effective use of community services / pathways to maintain people safely at home
- Weekly rapid access frailty clinics at both hospitals.

### Reduce Time Spent in ED

- Implement Minor Injuries Unit at Altnagelvin Hospital
- Consolidate acute hospital site coordination hubs to manage patient flow
- Mental Health Liaison team support for patients in ED where required
- Implement agreed ED staffing resilience plan.

### Timely Hospital Discharge

- Coordinated approach to patient discharge including best use of discharge lounge
- Enhanced independent sector care home oversight arrangements
- Enhance access to intermediate care beds and EMI placements
- Maximise Domiciliary Care provision
- AHP focus on supporting discharge and hospital flow.

## Regional Priorities

### Protect Elective Capacity

- Focus on meeting HSC Service Delivery Plan targets and associated recovery plans
- Explore hospital capacity and capability to maintain elective inpatient services
- Build on dedicated elective day care & overnight stay models at Omagh & South West Acute Hospitals
- Maximise theatre capacity
- Maximise available funding for waiting list activity making full use of independent sector providers
- Continued regional clinical prioritisation to ensure equity of access to elective capacity.

## Key Enablers

### Protect Staff Health & Wellbeing

- Occupational health targeted sickness absence support
- Trust health and well being programmes
- Ongoing senior management visibility
- Timely recruitment to minimise vacancies
- Improve uptake of flu and COVID vaccines.

### Surge Preparation

- Implement Trust Surge plans & business continuity arrangements including flexible staff working and Infection Prevention & Control measures
- Implement COVID-19 booster / vaccination programme.

### Industrial Action Preparation

- Enhanced command & control arrangements / Industrial Action Working Group in place
- Updated business continuity plans and action cards
- Ongoing engagement with Trades Unions
- Communication with staff, public and key stakeholders.

### Monitoring & Reporting

- Enhanced monitoring and oversight at all levels
- Support implementation of escalation process and service continuity plans
- Work with Regional Coordination Centre to minimise disruption to patients.



# Update on: Omagh Hospital and Primary Care Complex & South West Acute Hospital, Enniskillen

*including activity, development and new  
recruitments*



# Attendances

- **Emergency Department**
  - April to September 2022- 19832
  - April to September 2023- 19780
- **Admissions**
  - April to September 2022- 4857
  - April to September 2023- 4823
- **Consultant outpatients April to September 2023- 14338**
- **All Outpatients- 48612**
- **Rheumatology, Dr Awan commenced Clinics in the Southern Sector w/c 7/8/23, his first SWAH clinic was Wednesday 9/8/23**
  - OHPCC on Mondays
  - SWAH on Wednesdays



# Obstetrics and Gynaecology

- **New Appointments**

- **Live Births:** April- September 2022- 522  
April- September 2023- 554

- **Access to theatre sessions:**

In the Southern Sector Gynae are using 73% of funded sessions with a plan to be at 100% by end of November with new Consultants:

- SWAH 5 sessions out of 6
- Omagh 3 sessions out of 5

It is anticipated that WHSCT will be in a position to offer the full complement of sessions in Southern Sector by November 2023.

- **Colposcopy**, with the appointment of the new Consultant in October to SWAH, WHSCT is now able to get Colposcopy re-established in SWAH from the start of November, validation work has started.
- **Belfast Trust**
- **Endometriosis**



# Developments

- Increased capacity for Day Case Surgery
- Musgrave House
- Permanent Secretary visit to SWAH Hospital and Omagh in November
- Rebuild trajectory for 19.5 commissioned sessions
- New Cardiology Consultant
- Planning for new Surgical Consultant appointments
- Trust wide working
- Project Board-Options review



# Rebuild trajectory for 19.5 commissioned sessions

SWAH sessions are up by 59 on the same period 22/23, Utilisation has dropped slightly however this has coincided with the reintroduction of PAEDS Dentals and Day Case Breast sessions.

SWAH EOSC is funded for 19.5 weekly sessions (10 IP and 9 DC sessions per week, plus 0.5 MRI session weekly). Coming into 2023 SWAH only had capacity to run 2 sessions per week which was used for red flag General Surgery or Gynae patients. As of September 2023 WHSCT is in a position to deliver 11 to 12 sessions per week. Based on current staffing projections the trajectory to fully funded level

## No. Sessions Held

2023/ 24

167 ↑ 102 vs 2022/ 23

Speciality	Sep-23	Oct-23	Nov-23	Dec-23
Breast	1	1	2	2
Dentals	1	2	2	2
General Surgery	4	4	4	5
Gynae	4	5	5	5
MRI	0.5	0.5	0.5	0.5
PAEDS	1	2	2	2
TBC	0	0	0	3
<b>TOTAL</b>	<b>11.5</b>	<b>14.5</b>	<b>15.5</b>	<b>19.5</b>

Note, TBC reflects sessions to be allocated following theatre redesign workshop





- WHSCT has introduced 2 Breast sessions (fortnightly) providing a new service within the Southern Sector which previously would have only been available in the Northern Sector.
- SWAH is delivering 5 Gynae sessions per week up from 0 sessions in January of 2023 and brought stability back to the service.
- Elective General Surgery has been significantly enhanced despite the temporary change in SWAH General Surgery.
- Paediatric surgery has resumed with plans to add further sessions as WHSCT continues to rebuild toward funded levels. On 23<sup>rd</sup> October SWAH will run both Gynae and PAEDS sessions concurrently.

### EOSC Activity YTD

Row Labels	Sum of Patients
BHSCT	5
SEHSCT	41
SHSCT	48
WHSCT	108
<b>Grand Total</b>	<b>202</b>

Row Labels	Sum of Patients
General Surgery	154
PAEDS	48
<b>Grand Total</b>	<b>202</b>

### Total Activity

Specialty Description	TOTAL
GENERAL SURGERY (C)	286
PAEDIATRIC SURGERY (C)	37
PAEDIATRICS (C)	36
GYNAECOLOGY (C)	398
COMMUNITY DENTAL SERVICE (C)	184
<b>Total</b>	<b>941</b>



- Summary of activity for ALL General Surgery Assessments in ACU (Altnagelvin Ambulatory Care Unit), both Emergency First Assessments and Elective Review Assessments.

Ward Description	Ambulatory Care Unit			
METHOD OF ADMISSION	NON-ELECTIVE (First Assessments)	ELECTIVE (Follow Up Assessments)	SWAH SI (Transfers from SWAH)	TOTAL
<b>TOTAL TO DATE</b>	89	1175	22	1286
<b>AVERAGE PER DAY</b>	0.4	5.4	0.1	5.9

- Summary of activity for General Surgery Assessments in the new “ESAA” – “SWAH Emergency Surgical Assessment Area”. “ESAA” Assessments include *Elective (Review Assessments) and Non-Elective (First Assessments)* Methods of Admission.

Ward Description	ESAA - Emergency Surgery Assessment		
METHOD OF ADMISSION	ELECTIVE	NON-ELECTIVE	TOTAL
<b>TOTAL TO DATE</b>	178	434	612
<b>AVERAGE PER DAY</b>	0.9	2.1	3.0

