

<b>To:</b>	<b>Trust Board</b>
<b>From:</b>	Mark Brassington, Chief Operating Officer, ULHT
<b>Date:</b>	14 <sup>th</sup> March 2017
<b>Healthcare standard</b>	

<b>Title:</b>	Draft version 2 – Easter plan										
<b>Author/Responsible Director:</b>	Michael Woods, Interim Director of Operations										
<b>Purpose of the report:</b>	To provide the 2017 Draft Easter plan for ULHT.										
<b>The report is provided to the Board for:</b>	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Decision</td> <td style="width: 10%;"></td> <td style="width: 50%;">Discussion</td> <td style="width: 10%;"></td> </tr> <tr> <td>Assurance</td> <td style="text-align: center;">x</td> <td>Information</td> <td style="text-align: center;">x</td> </tr> </table>			Decision		Discussion		Assurance	x	Information	x
Decision		Discussion									
Assurance	x	Information	x								
<b>Summary/key points:</b>	Easter (along with other bank holiday periods) often lead to a deterioration in patient flow, ED performance and provide an increase level of risk to patient care. The level of prior planning can mitigate this risk and add a level of resilience. This is the second cut of the Easter plan. This is a live document and further iterations will occur as clinical directorates make arrangements and secure staffing.										
<b>Recommendations:</b>	For information and assurance that planning is underway.										
<b>Strategic risk register</b>	<b>Performance KPIs year to date</b>										
<b>Resource implications (eg Financial, HR)</b>											
<b>Assurance implications</b>											
<b>Patient and Public Involvement (PPI) implications</b>											
<b>Equality impact</b>											
<b>Information exempt from disclosure</b>											
<b>Requirement for further review?</b>											

## EASTER PLAN FOR ULHT

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## Duty Management Team

Date	Day		Site Duty Manager Lincoln	Site Duty Manager Pilgrim	Site Sister Grantham	Silver on call	Supervisor of Midwives On Call (Can be contacted by Silver/Gold for W&C BU issues)	Gold on Call
14/4/17	Good Fri	LD	Jo Pullen	Lisa Blewitt	E: SR White L: SR Pemberton	Neil Ellis	Sue Bennion	Michele Rhodes
		LN	Abi Norris	Tracey White	SR Lyon			
15/4/17	Easter Sat	LD	Kate Shaw	Lisa Blewitt	E: Sr White L: SR Pemberton	Paul Hogg	Sue Bennion	Michelle Rhodes
		LN	Abi Norris	Tracey White	Sr Meadows			
16/4/17	Easter Sun	LD	Elaine Suanders	Catherine Bowler Brown	E: Sr Towse L: SR Record	Maxine Skinner	Sue Bennion	Michelle Rhodes
		LN	Kate Shaw	Tracey White	SR Meadows			
17/4/17	Easter Mon	LD	Katy Mooney	Vicki Lloyd	E: SR Towse L: SR Record	Ian Fulloway	Sue Bennion	Michelle Rhodes
		LN	Kate Shaw	Charlie Sledge	SR Meadows			

Comments								
Bed managers/ Site Sisters								
Date	Day		Bed managers Lincoln	Site Sister Lincoln	Bed managers Pilgrim	Site Sister Pilgrim		Bed Manager Grantham
14/4/17	Good Fri	LD	Stephen Jobling	L: Sr Hansard	Samuel Maddison	SR Latham		Hannah Dale
		LD			Thomas Dixon			
15/4/17	Easter Sat	LD	Stephen Jobling	L: Theatres	Thomas Dixon	Sarah Ellis		Ric Taylor
		LD						
16/4/17	Easter Sun	LD	Heather Hollingworth	L: SR Palmer	Natalie Eyes	SR Latham		Ric Taylor
		LD			Sue Greenfield			
17/4/17	Easter Mon	LD	Heather Hollingworth	L: SR Hayes	Sue Greenfield	Sarah Ellis		Ric Taylor
		LD	Jan Attenborough		Wesley pepperdine			
Operational Support								
Date	Day		Lincoln	Pilgrim	Grantham			



14/04/17	Good Fri	8-2	Sharon Kelham	LD SDM Thomas	N/A			
		8-2	Helen Shelton					
15/04/17	Easter Sat	8-2	Laura Townsend	LD SDM Thomas N: SDM Sledge	N/A			
16/04/17	Easter Sun	8-2	Alison Strutt	N: SDM Sledge	N/A			
17/4/17	Easter Mon	2-10	Elaine Saunders	E: Matron Bailey	N/A			
		8-2	Wendy Rojas					

External Partners								Teleconference plans for the weekend/ Bank Holiday Telecon number <b>08447620762</b>  <b>57709#</b>  <b>Times to be confirmed</b>
Date	Day		CCG Gold	LCHS Silver	LCHS Gold	LPFT Silver	LPFT Gold	
14/04/17	Fri		Sarah-Jane Mills	Paula Moody	Maz Fosh	Colin Turner 9am – 5 pm Joanne Taylor 5 pm – 9 am	Contact Silver or Gold through SPA – 0303 123 4000	
15/04/17	Sat		Sarah-Jane Mills	Tina Bellamy	Lisa Green	Colin Turner 9am – 5pm Caroline Sanders 5 pm – 9 am		
16/04/17	Sun		Sarah-Jane Mills	Clare Credland	Mel Chadbourne	Colin Turner 9 am – 5 pm Anita Lewin 5 pm – 9 am		
17/04/17	Mon		Clair Raybould	Jane Scrafton	Jenny Hinchliffe	Colin Turner 9 am – 5 pm Anita Lewin 5 pm – 9 am		

## Operational Pressures Escalation levels [OPEL]

<b>OPEL 1</b>	The local health and social care system capacity is such that organisations are able to maintain patient flow and are able to meet anticipated demand within available resources. The Local A&E Delivery Board area will take any relevant actions and ensure appropriate levels of commissioned services are provided. Additional support is not anticipated.
<b>OPEL 2</b>	The local health and social care system is starting to show signs of pressure. The Local A&E Delivery Board will be required to take focused actions in organisations showing pressure to mitigate the need for further escalation. Enhanced co-ordination and communication will alert the whole system to take appropriate and timely actions to reduce the level of pressure as quickly as possible. Local systems will keep NHS E and NHS I colleagues at sub regional level informed of any pressures, with detail and frequency to be agreed locally. Any additional support requirements should also be agreed locally if needed.
<b>OPEL 3</b>	The local health and social care system is experiencing major pressures compromising patient flow and continues to increase. Actions taken in OPEL 2 have not succeeded in returning the system to OPEL 1. Further urgent actions are now required across the system by all A&E Delivery Board partners, and increased external support may be required. Regional teams in NHS E and NHS I will be aware of rising system pressure, providing additional support as deemed appropriate and agreed locally. National team will also be informed by DCO/Sub-regional teams through internal reporting mechanisms
<b>OPEL 4</b>	Pressure in the local health and social care system continues to escalate leaving organisations unable to deliver comprehensive care. There is increased potential for patient care and safety to be compromised. Decisive action must be taken by the Local A&E Delivery Board to recover capacity and ensure patient safety. All available local escalation actions taken, external extensive support and intervention required. Regional teams in NHS E and NHS I will be aware of rising system pressure, providing additional support as deemed appropriate and agreed locally, and will be actively involved in conversations with the system. Where multiple systems in different parts of the country are declaring OPEL 4 for sustained periods of time and there is an impact across local and regional boundaries, national action may be considered.

For escalation triggers and mitigating actions please see the [Operational Pressures Escalation Levels Framework FINAL.pdf](#) which is located in the ON CALL folder on the majax file-share. A hard copy is also available in the Site Operations Centre


<ol style="list-style-type: none"> <li>If you ask for an ambulance divert be prepared to answer questions on how the other sites are doing.</li> <li>EMAS Control Room 24/7 on 01522781892</li> <li>ROM on 01158845463</li> </ol>	  <p>Protocol - Patient Handover Delays v4. Protocol - Ambulance Diverts v3.1 - July 20</p>
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NSL PTS Discharge vehicles availability

DATE	DA				
14/04/17		No Additional Resources			
15/04/17		No Additional Resources			
16/04/17		No Additional Resources			
17/04/17		No Additional Resources			
CONTACT NUMBERS			PHONE		
NSL			01522305198/ 03300088115		
Arriva			03452669662		
Thame					

		Medical Rotas can be found in local Operations Centre on all sites			LCH	PIL	GDH	
		Received						
Date	Day		Medical/ Assessment unit	Surgical	ED	Shortfalls/Plans		
14 <sup>th</sup> – 17 <sup>th</sup>	Good Fri- Easter Mon	Lincoln	<p>2<sup>nd</sup> on call consultant 8am to 12 noon</p> <p>Fri/Sat/Sun/Mon (rota'd)</p> <p>Additional Acute Medicine Consultant 1400-24:00 Sunday &amp; Monday as site under more pressure (booked)</p> <p>2<sup>nd</sup> Medical Registrar on MEAU Fri (booked) Sat (out to agency) Sun (out to agency) Mon (booked) EDD doctor 09:00 to 17:00 Fri (covered internally) Sat (covered internally) Sun (out internally)</p>	Additional resources tbc	<p>Ensuring 3 Middle grades on nights for all 4 days.</p> <p>Additional ED Consultant 12:00 - 20:00 Fri (out to agency) Sat (booked) Sun (booked) Mon Out to agency)</p> <p>Twilight Medical Registrar 14:00 – 24:00 Fri (booked) Sat (out to agency) Sun (out to agency) Mon (booked)</p> <p>AEC Service will run with an ACP working in ED &amp; Dr Chandrappa, Acute Medicine Consultant will be on site and</p>	Shift fill status indicated in blue in each column.		



			Mon (out internally)		working between ED & MEAU	
14 <sup>th</sup> – 17 <sup>th</sup>	Sat & Sun	Pilgrim	Additional consultant for medical outliers over Easter Weekend	Normal levels of cover at present	No additional Information at present	 PHB Easter medical Rota 2017.xlsx  <i>Most current roster</i>
14 <sup>th</sup> – 17 <sup>th</sup>	Sat & Sun	Grantham	No additional resources required	No additional resources required	No additional resources required	This is due to reduction in A&E hours and good patient flow



### Nursing Staffing

Date	Day	Shortfalls that may affect safety	ED/ Assessment units	General Wards	Plans
14/4/17	Fri	Lincoln	No Information available at present		
15/4/17	Sat				
16/4/17	Sun				
17/4/17	Mon				
14/4/17	Fri	Pilgrim	Some gaps noted, to be escalated to agency 2 weeks prior to agency	Some gaps noted, to be escalated to agency 2 weeks prior to agency	
15/4/17	Sat		Some gaps noted, to be escalated to agency 2 weeks prior to agency	Some gaps noted, to be escalated to agency 2 weeks prior to agency	
16/4/17	Sun		Some gaps noted, to be escalated to agency 2 weeks prior to agency	Some gaps noted, to be escalated to agency 2 weeks prior to agency	
17/4/17	Mon		Some gaps noted, to be escalated to agency 2 weeks prior to agency	Some gaps noted, to be escalated to agency 2 weeks prior to agency	
14/4/17	Fri	Grantham	No information available at present		
15/4/17	Sat				
16/4/17	Sun				

17/4/17	Mon				
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**On-site Works**

Date	Work planned and service area affected	Contractor	Start time	Finish time	Lead Officer on-site	Contact number
	None Planned					

<p><b>Forecast:</b>To refer to individual site plans for cold weather.  <b>Weather Warnings:</b></p>	<p><b>Cold Weather Planning Advice</b>                  Tel: 0370 900 0100  <a href="http://www.metoffice.gov.uk">www.metoffice.gov.uk</a></p> <div style="display: flex; justify-content: space-around;"> <div data-bbox="1612 949 1691 1013">  <p>Cold_weather_plan_2016.pdf</p> </div> <div data-bbox="1825 949 1904 1013">  <p>Cold_weather_plan_2016.pdf</p> </div> </div>
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## Pharmacy

DATE	DAY	Site	Opening Times	Out of Hours	Notes				
14/4/17	Fri	<b>Lincoln</b>	09:15 – 12:15	Contact the Site Duty Manager/ Site Sister/ H@N for any urgent issues or to speak to the on call pharmacist.	for medication supply outside pharmacy opening hours, check availability on other wards at: <a href="http://ulhintranet/emergency-drug-cupboard-lists">http://ulhintranet/emergency-drug-cupboard-lists</a>  FP10's available from Site Duty Manager (Site Sister)				
15/4/17	Sat		09:15 – 12:15						
16/4/17	Sun		09:15 – 12:15						
17/4/17	Mon		09:15 – 12:15						
14/4/17	Fri	<b>Pilgrim</b>	09:00 – 11:00			Contact the Site Duty Manager/ Site Sister/ H@N for any urgent issues or to speak to the on call pharmacist.	for medication supply outside pharmacy opening hours, check availability on other wards at: <a href="http://ulhintranet/emergency-drug-cupboard-lists">http://ulhintranet/emergency-drug-cupboard-lists</a>  FP10's available from Site Duty Manager (Site Sister)		
15/4/17	Sat		09:00 – 11:30						
16/4/17	Sun		09:00 – 11:00						
17/4/17	Mon		09:00 – 11:00						
14/4/17	Fri	<b>Grantham</b>	09:00 – 12:00					Contact the Site Duty Manager/ Site Sister/ H@N for any urgent issues or to speak to the on call pharmacist.	for medication supply outside pharmacy opening hours, check availability on other wards at: <a href="http://ulhintranet/emergency-drug-cupboard-lists">http://ulhintranet/emergency-drug-cupboard-lists</a>  FP10's available from Site Duty Manager (Site Sister)
15/4/17	Sat		Closed						
16/4/17	Sun		Closed						
17/4/17	Mon		09:00 – 12:00						

Radiology

Date	Day	Site	X-Ray	CT	USound	MRI
14/04/17	Fri	ULH	As Normal All Sites	Lincoln and Boston Routine service plus OOH	Inpatient List (Lincoln)  Boston (closed)	Closed (Looking for Volunteers)
15/04/17	Sat	ULH	As Normal All Sites	Lincoln and Boston Routine service plus OOH	Normal List (Lincoln) Normal List (Boston)	Normal List
16/04/17	Sun	ULH	As Normal All Sites	On call all sites	Closed	Closed (Looking for Volunteers)
17/04/17	Mon	ULH	As Normal All Sites	Lincoln and Boston Routine service plus OOH	Inpatient List (Lincoln)  8-1pm list (Boston)	Closed (Looking for Volunteers)

Discharge Lounge

Discharge HUB

Date	Day	Site	Opening times			Discharge Hubs	ASC
14/4/17	Good Fri	<b>Lincoln</b>	<b>Out to Bank</b>		<b>Lincoln</b>	Working	09:00 – 13:00
15/4/17	Easter Sat		08:00 – 18:00			No cover	09:00 – 13:00
16/4/17	Easter Sun		08:00 – 18:00			Working	09:00 – 13:00
17/4/17	Easter Mon		08:00 – 18:00			Working	09:00 – 13:00
14/4/17	Good Fri	<b>Pilgrim</b>	08:00 – 20:00		<b>Pilgrim</b>	Normal working CIR 08:00 – 16:00	Kate Bunn 09:00 -17:00 Louise Poole 09:00 – 17:00
15/4/17	Easter Sat		10:00 – 18:00			Closed CIR 08:00 – 16:00	Kate Bunn 09:00 -17:00
16/4/17	Easter Sun		Closed (Shifts out to bank)			Closed CIR 08:00 – 16:00	Tracey Graham 09:00 – 17:00
17/4/17	Easter Mon		08:00 – 18:00			Discharge Lead on site CIR 08:00 – 16:00	Tracey Graham 09:00 – 17:00 Sue Marshall 09:00 – 17:00
14/4/17	Good Fri	<b>Grantham</b>	<i>Awaiting Confirmation</i>		<b>Grantham</b>	<i>Awaiting confirmation</i>	<i>Awaiting confirmation</i>
15/4/17	Easter Sat						
16/4/17	Easter Sun						

17/4/17	Easter Mon					
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OT Cover

DATE	DAY	Site	Orthopaedics	Medicine	Stroke	Surgery
14/4/17	Fri	<b>Lincoln</b>	07393238018 Yes	07393238002 Yes	Stroke ward number Yes	07393238018 Yes
15/4/17	Sat		07393238018 Yes	No Cover	Stroke ward number Yes	07393238018 Yes (to support discharge)
16/4/17	Sun		07393238018 Yes	No Cover	Stroke ward number Yes	07393238018 Yes ( to support discharge)
17/4/17	Mon		07393238018 Yes	07393238002 Yes	Stroke ward number Yes	07393238018 Yes (Priorities)
14/4/17	Fri	<b>Pilgrim</b>	Bleep 136	4455015	Bleep 323	Bleep 135 & 057
15/4/17	Sat		Bleep 136	4455015	Bleep 323	Bleep 135 & 057
16/4/17	Sun		Bleep 136	4455015	Bleep 323	Bleep 135 & 057
17/4/17	Mon		Bleep 136	4455015	Bleep 323	Bleep 135 & 057
14/4/17	Fri	<b>Grantham</b>	Yes	Yes	Yes	NA
15/4/17	Sat		No	No	Yes am only	NA
16/4/17	Sun		No	No	Yes am only	NA
17/4/17	Mon		Yes	Yes	Yes	NA

## Physiotherapy Inpatient Cover

DATE	DAY		Orthopaedics	Stroke	Out of hours AMU/AEC	Respiratory
14/4/17	Fri	<b>Lincoln</b>	Yes	Yes	Yes - tbc	Yes
15/4/17	Sat		Yes	Yes	Yes - tbc	Yes
16/4/17	Sun		Yes	Yes	Yes - tbc	Yes
17/4/17	Mon		Yes	Yes	Yes – tbc	yes
14/4/17	Fri	<b>Pilgrim</b>	Yes	Yes	No	Yes
15/4/17	Sat		Yes	Yes	No	Yes
16/4/17	Sun		Yes	Yes	No	Yes
17/4/17	Mon		Yes	Yes	No	Yes
14/4/17	Fri	<b>Grantham</b>	Yes	No	No	N/A
15/4/17	Sat		Yes	Yes	No	N/A
16/4/17	Sun		Yes	Yes	No	N/A
17/4/17	Mon		Yes	Yes	No	N/A



Lincoln:

**Medicine**

Please list any issues/ Extra resources

	ISSUES	RESOURCES
1		H@N and CCOT staffed to template all 4 days
2		Attempting to Open AEC Easter Monday with an ACP and Consultant
3		

**Surgery / Ortho**

Please list any issues/ Extra resources

	ISSUES	RESOURCES
1	SAL	Business unit investigating possibility of converting an elective list to trauma on Wed after Easter (19 <sup>th</sup> march)
2		

**Womens and Childrens**

Please list any issues/ Extra resources

	ISSUES	RESOURCES
1	Will continue with additional twilight shift (Friday & Monday) Shifts still to be filled with Volunteers	16 Hrs Middle / Consultant
2	Senior Decision Maker	Sue Bennion on Call as Supervisor of Midwives for the 4 day weekend, but can be contacted for W&C issues escalated from Silver or Gold.
3		
4		

Pilgrim

Medicine

Please list any issues/ Extra resources

	ISSUES	RESOURCES
1	Nil Identified	Discharge Lounge opening all over bank holiday weekend
2		Staffing requests to open AEC as escalation are in place
3		Phlebotomy/Cannulation/ECG skilled HCSW reporting to ops all weekend 08:00 – 16:00 to assist with bloods critical for discharge.
4		Matron Bailey covering Bank Holiday Monday

**Surgery / Ortho**

Please list any issues/ Extra resources

	ISSUES	RESOURCES
1	Nil Identified	Trauma Nurse covering Each day 07:00 – 15:00
2		Phlebotomy/Cannulation/ECG skilled HCSW reporting to ops all weekend 08:00 – 16:00 to assist with bloods critical for discharge.
3		
4		

**Womens and Childrens**

Please list any issues/ Extra resources

	ISSUES	RESOURCES
1	Nil Identified	Sue Bennion on Call as Supervisor of Midwives for the 4 day weekend, but can be contacted for W&C issues escalated from Silver or Gold.
2		Phlebotomy/Cannulation/ECG skilled HCSW reporting to ops all weekend 08:00 – 16:00 to assist with bloods critical for discharge.
3		
4		

## Grantham

### Medicine

Please list any issues/ Extra resources

	ISSUES	RESOURCES
1	Nil Identified	No extra resources identified
2		
3		
4		

### Surgery / Ortho

Please list any issues/ Extra resources

	ISSUES	RESOURCES
<b>1</b>	Nil Identified	No extra resources identified
<b>2</b>		
<b>3</b>		
<b>4</b>		

Any further information raised to the Site Team	
Lincoln	
Pilgrim	
Grantham	

1. Additional private ambulance facility costings available to support discharges over the weekend. (TBC)
2. Plan for 'Boost' of Red 2 Green process at Lincoln the week after Easter BHW.

Useful Contact Numbers

Site	Lincoln	Pilgrim	Grantham
SDM MOBILE	07770981850	07896928856	
SDM/Site sister bleep	2593/2201	094/097	803
Bed Manager bleep	3983	297/361	505/07773030293
Bed manager mobile			07773030293
Porter	582882	Bleep 099	Bleep 801
Housekeeping bleep	3285	123/124	464018
Mortuary	Via Switchboard		
Phlebotomy	3012		
ED	573555	445982	464052
AIR/CIR		032	512
Operation Centre	01522 573888	01205 446170	464041
SPA line	01522 707274		

Daily Sitrep

	Grantham	Lincoln	Pilgrim
Attendances			
?Breaches (TBC)			
?Performance (TBC)			
Commentary			
No in A&E			
Longest waiter			
No waiting beds			
Breaches since midnight			
Empty med beds on site			
No in DC lounge@09.00			
Predicted bed flow			
MFFD – external waits			
MFFD - >72hrs			
Medical Outliers			
Escalation beds open			
Ambulance Issues			
Staffing Issues			
Mixed Sex Issues			
Transport Issues			
Level of escalation			
Actions			