



We are working increasingly closely as a whole health and social care system in Oxfordshire to make a difference for people who need support.

As part of these changes, chief executives across the system have agreed to create a **"winter team"** to manage flow across health and social care over winter, with a focus on urgent and emergency care.

The **winter team** will have a **winter director** (Tehmeena Ajmal) coordinating a single team supporting people to move across the health and social care system. The team will operate **seven days** a week, 8 to 8. The winter director is accountable to chief executives and works

with senior leaders across the system to **build trust and deliver agreed outcomes**. The integrated team acts on behalf of the system, not for the individual constituent organisations, and takes responsibility for delivery and performance.

Principles

The team will operate using a set of principles to guide their work from a social care perspective.

- No long term care decision to be made at crisis point
- Wherever possible, people will be supported at home
- Maximising independence and community support is central to the work of the team

Responsibilities

The team will be responsible for Oxfordshire residents at a point of social care referral requiring immediate intervention. They will manage the delivery of a full discharge to assess model, and social care thresholds and charging. They will take responsibility for lifetime cost of placement decisions. The winter team will also provide support for the management of home care provider failure.

System and process impact

Overall the team will deliver improved system flow, a single point of escalation and management of issues in relation to urgent and emergency care on behalf of Oxfordshire County Council, and reduction in long term care needs for people.

The integrated approach to planning, daily escalation and delivery of urgent care flow on behalf of the system will achieve

- The 4 hour trajectory and no 12 hour trolley waits
- No ambulance handovers over 30 minutes
- Super-stranded reduction trajectory
- Better Care Fund delayed transfer of care trajectory and local target to achieve 3.5%

The team will

- Deliver the winter plan
- Support the development of a longer-term approach to integration planning, escalation and delivery of urgent care beyond winter.
- Manage system risk
- Report daily and longer-term learning and shares good news stories to improve practice.

Staff and Resource changes

OCC is an integral part of this process and are delegating authority into this team. This will include day to day operational oversight and support for relevant budgets, such as urgent care, contingency home care, reablement, and short stay beds. In order to support the winter team to deliver effectively, we are making a number of staff changes for the next six months.

Rachel Pirie, currently Strategic Commissioner in OCC, will become Head of Older Adults, as a joint appointment between OCC and OCCG. She'll work for both commissioning organisations to deliver on a broad agenda for older people, including BCF, CHC, and strategic delivery.

Ian Bottomley, currently Head of Joint Commissioning in OCCG, will join the winter team as joint appointment between OCC and OCCG as Head of Commissioning (Winter).

Alongside these changes we are further strengthening the winter team and **Michelle Turner**, from OCC, will be joining the team with responsibility for managing the pathway out of hospital and acting as an interface with the OCC contracts teams, and the care and support brokerage team. OCC will also be providing 7 day a week access to care and support brokerage.

Operational social work will also be responding to the changes, continuing to provide seven day a week access to a senior social work manager, and with hospital social work teams, and particularly the reablement outreach team and the Hub discharge support team, integrating their work with the work of the winter team. **Clare Justis** will be link with the winter team, with **Victoria Baren** acting as the main senior operational contact, providing redirection and mobilisation of resource to manage winter pressures on social work resource across the whole system.