

# **ONE BROMLEY**

WORKING TOGETHER TO IMPROVE HEALTH AND CARE IN BROMLEY

## **Caring for you in Bromley**

Our response to Covid-19





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## Get a test

If you have coronavirus symptoms or have been asked to get tested, visit [www.gov.uk](https://www.gov.uk) or call 119 if you don't have the internet. Local testing facilities are available in Bromley



## Welcome

**This is a summary of our One Bromley Covid-19 Recovery Plan. It sets out how we have responded to managing the health and care impact of Covid-19 in Bromley, and how we have had to adjust and evolve in order to keep our residents and staff safe. In developing our recovery plan, we have drawn on the learning and experience of professionals, of our community and voluntary partners and on resident and community voices. We recognise that there is still much to do.**

Covid-19 has affected nearly every aspect of our daily lives. Never before have local services faced such an overwhelming challenge, or had to respond or adapt so quickly. This has been aided by the extraordinary community response to the pandemic. Only by working together will we be able to recover from the experience of Covid-19 and build something better for the future.

Over recent years, our health and social care services in Bromley have been working together with voluntary services as **One Bromley**, our local care partnership, to provide more joined up and improved care for all of our residents and communities. Working in this way enabled us to quickly respond to Covid-19 by pooling our knowledge and resources together. We prepared for the surge in residents needing increased levels of care. We supported the most vulnerable, which are those needing the most protection and care, and those at higher risk in our communities. As a partnership we are also prepared for any further outbreaks and will work together to tackle worsening inequalities so we can deliver better health and wellbeing for everyone in Bromley.

Thank you for taking the time to read this summary. Please do share your views with us – details on how to do this are on the back page.

**Dr Angela Bhan** – Chair of the One Bromley Integrated Care Partnership

## One Bromley local care partnership

**One Bromley is the name of our local care partnership which brings together King's College Hospital NHS Foundation Trust, Oxleas NHS Foundation Trust, Bromley Healthcare, Bromley GP Alliance, St Christopher's Hospice, Bromley Council, Bromley Third Sector Enterprise and NHS South East London Clinical Commissioning Group.**

During the pandemic we sped up the implementation of many of our improvement plans to make sure our residents could continue to get the care and support they needed. For example, online, telephone and video consultations were quickly made available across a range of services. A One Bromley Control Centre was set up to oversee and co-ordinate how we responded.

As One Bromley, we will continue to safely restart services paused during the pandemic; take steps to reduce the risk and manage any further outbreaks of Covid-19, and apply the lessons learnt so far to our long term ambitions for health and care in Bromley.

### These ambitions include:

- Supporting and empowering our residents to have healthier and more independent lives.
- Giving every child in Bromley the best possible start in life.
- Reducing health inequalities.
- Providing personalised and proactive care to our most vulnerable residents.
- Ensuring mental and physical health are given the same priority.
- Enabling partners and services in Bromley to work in a joined up and cohesive way to deliver care together.
- Reducing duplication and enabling more people to be cared for in the community.

We have listened to the experience of Bromley people throughout the pandemic period using online and telephone surveys with patients, residents and staff, holding online drop in sessions for different community groups and capturing views from those treated for Covid-19. Their experiences and views will continue to inform our recovery plans and future ways of delivering services.

**Services will be there for you when you need them. Please do not delay seeking help if you are unwell. Face to face appointments are available if clinically needed.**



## How Covid-19 Affected Bromley

**At the end of August 2020 over 300 Bromley residents have died from the virus and over 1,500 cases have been reported.**

As Bromley has a much older population and a higher number of care and residential homes, the amount of people with Covid-19 and the number of deaths have been in the higher ranges compared to other London boroughs. They are the highest in south east London.

The impact of Covid-19 in Bromley has been significant and many groups have been hit the hardest including older people, those from Black, Asian and Minority Ethnic backgrounds, people living with long term conditions and disabilities, the homeless and front line workers.

Our workforce has felt the emotional impact of front line work, the demands of working remotely and the challenges of remaining resilient in the face of ongoing pressures across health and social care services. The full extent of the pandemic, both socially and economically is still to be felt and we continue to live with the risk of further outbreaks.

**Bromley has a growing population of around 330,909; a larger proportion of people over 75 and an increasing number of Black, Asian and Minority Ethnic (BAME) residents (19%). It is the largest of all the London boroughs. The south is very similar to rural Kent, whilst the north of the borough is similar to other inner London boroughs.**

**Number of cases** (cumulative as at 14/9/20)



**Number of deaths** (as at 12/9/20)



## How we responded during the pandemic

We very quickly had to mobilise new ways of working and be prepared to confidently respond to the crisis as it unfolded. This included:

Safeguarding our vulnerable and at risk residents	Caring for our wider population	Supporting our staff
<ul style="list-style-type: none"> <li>Supporting medically vulnerable residents who were advised to shield at home.</li> <li>Providing advice, support, help organising food deliveries and matching people up with volunteer support where they needed it. This involved mobilising a large number of local volunteers.</li> <li>Providing emergency supplies of food for those waiting for Government food packages.</li> <li>Setting up an assistance hotline to quickly respond to requests for help.</li> <li>Ensuring appropriate ongoing care was provided in the community for when vulnerable people were discharged from hospital. This included making sure there were care home beds and home care workers available.</li> <li>Monitoring and managing demand for hospital services, community health and social care support to make sure it was available when required.</li> <li>Providing additional beds in a Bromley residential home, to care for those discharged from hospital after treatment for Covid-19. This would enable them to safely complete their isolation period and be assessed for any long term care and support needs.</li> </ul>	<ul style="list-style-type: none"> <li>Providing community and hospital care for those with Covid-19 whilst following strict infection control standards.</li> <li>Providing services differently – for example a temporary drive through blood testing service was provided for those who were shielding or had suspected symptoms of Covid 19 and young carers were supported through a variety of online events and meetings.</li> <li>Maintaining routine health and care services by delivering care and support through telephone, online and video consultations.</li> <li>Assessing what services could be safely paused whilst our resources focused on responding to Covid-19.</li> <li>Developing a Covid-19 Outbreak Control Plan to manage any future outbreaks. This is available on the Bromley Council website.</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring our staff had the equipment they needed to stay safe, (particularly the right personal protective equipment) and support to keep them well whilst delivering care.</li> <li>Maintaining the health and wellbeing of our staff.</li> <li>Moving our staff around to work in the more critical areas during the height of the pandemic.</li> </ul>



Over 4,000 volunteers registered with the Council, and nearly 1,500 residents have received support this way.

**“In this difficult time, you have made it just that bit easier and I am extremely grateful.”**  
Young carer supported by Bromley Well

84% of parents questioned found paediatric telephone and online consultations useful with 51% asking for them to continue in future.

Very positive feedback for the support provided by the volunteers programme to those who are vulnerable and shielding.

Over 12,000 Bromley residents were shielding.

## What we learnt

**We have spent time considering what we have learnt from Covid-19 and how we can best work together with our residents and communities. We have sought to understand their experiences, how we need to do more to address health inequalities and support the most at risk and vulnerable in Bromley.**

Below are some examples of successful new ways of working we put in place to respond to Covid-19. We continue to seek views from those who have used these services to help refine and improve what is provided.

### **Discharge from hospital**

A new single point of access (SPA) for discharge was set up to support timely and safe discharges from hospital for those people who need more community support once they get home. So far, almost 2,000 discharges have been co-ordinated using the SPA discharge. Once patients leave hospital, they are helped with their recovery and assessed for any long term care and support needs. Staff were redeployed from other non-critical areas to help deliver supported discharge services.

**“Thank you to the community nursing team who flexed their hours so my child could be discharged home quickly.”**

The SPA runs seven days a week and is very well connected to the Bromley volunteers’ programme which is providing a comprehensive suite of services to vulnerable patients coming out of hospital.

### **Caring for patients with Covid-19 in the community**

The Bromley Covid-19 Community Management Service was set up to care for people with mild symptoms of Covid-19 who are high risk, and those who need a clinical assessment. The service links closely with the hospital in case people need to be admitted. Almost 3,000 people have been supported by the service and satisfaction rates are extremely high.

A range of care is provided, including telephone advice and video consultations for those with mild symptoms; a respiratory hub has been set up to see those who need a physical assessment and home visits to those who could not travel to the hub or be seen by their own GP practice.



There is dedicated support to vulnerable groups, those shielding and anyone suffering the longer term impact of having the virus. The service means more people can be cared for at home and in the community rather than going into hospital.

### **Care Homes**

Bromley has a high number of care homes, with residents at higher risk of Covid-19. Care homes are being well supported by a multi-agency professional network which is providing proactive and reactive support to ensure residents are managed safely and confidently. This includes infection control measures, end of life care planning, ensuring personal protective equipment is available and clinical advice provided.

The Bromleag Care Practice, (a GP service for care homes) has been working closely with care homes to ensure they are supported to manage the video consultations which replaced ward rounds; enabled direct access to the hospital consultant on call, end of life care consultant and the Elderly Care Team; had discussions with staff and families regarding treatment options and have been training staff in the use of vital equipment.

Given the higher proportion of older residents and care homes in Bromley, all residents and staff were tested for Covid-19, regardless of whether they had symptoms or not. Nearly 2,500 residents and staff were tested.

**“Thank you to the community Covid-19 service. Knowing that someone was at the end of the phone was amazing. It was a scary time for everyone. Very grateful for the service.”**

## What will be different for me?

**Our priority is to keep you safe from Covid-19 whilst meeting your health and care needs. We will do this by reducing unnecessary footfall within our hospitals, services and clinics, reduce face to face care where possible and meet social distancing and infection control standards. We will be alert to increases in demand for services and be prepared for any spikes in the virus.**

We are re-opening services and providing additional support as we continue to manage the effects of Covid-19 in our communities.

We will continue to use what has worked well during the pandemic, to shape service delivery in the future and improve experience. This involves continuing to involve our residents in the development of services and ways of working.

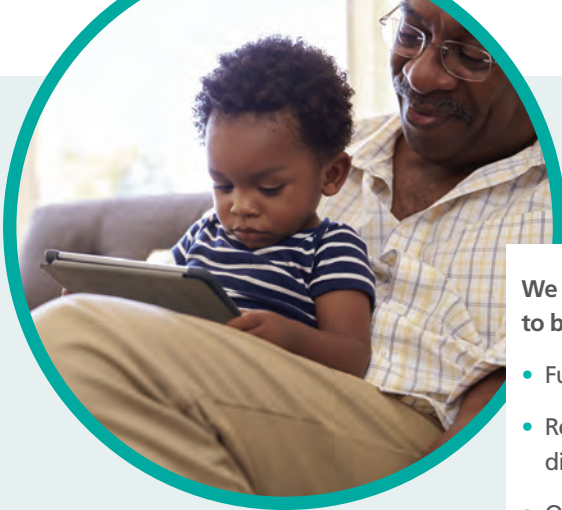
### Differences you will see:

- Infection control measures in place in all face to face services – including staff wearing personal protective equipment, hand sanitising, face coverings and social distancing.
- Online, video and telephone consultations will continue to be provided in many services. These also help to reduce waiting and travel times.
- Reduced numbers coming into community and hospital clinics for face-to-face care.
- Improved discharge arrangements for those patients who need ongoing community support once home from hospital.
- Walk in blood testing services have moved to appointment only for all patients whose blood test has been requested by their GP. To book an appointment please call 020 3930 0245. These are available from a number of sites across Bromley.
- All outpatient care at the hospital will be by appointment only, and a new digital appointment booking process will be in place.
- Increased number of online and video outpatient consultations.
- Changes to the location of some services, so we can meet social distancing guidelines and keep our staff safe.
- Improved check-in processes across the hospital sites using kiosks and new computer software.
- By December, NHS 111 will be able to book you an appointment at an urgent and emergency care service.

**“Please expand the choice of telephone and video consultations to avoid having to come into hospital.”**

**“I found the e-consult facility fantastic as I could think about what I needed to say and I got a reply in 24 hours.”**





## Do you need help from a volunteer?

The Covid-19 volunteer support programme, managed by Bromley Council, ended on 31 August 2020.

If you need help from a volunteer to keep emotionally and physically well and remain independent, contact Bromley Well at [www.bromleywell.org.uk](http://www.bromleywell.org.uk) or email [spa@bromleywell.org.uk](mailto:spa@bromleywell.org.uk)

If you are already being supported by the Bromley Well service, please let them know if you need further support which they may be able to help you find.

A guide to support independent living is available on the Bromley Council website. It includes information and support to stay well, remain independent and make the right choices about your care needs. Visit [www.bromley.gov.uk](http://www.bromley.gov.uk) and search Guide to Independent Living.

We are also focused on getting back to business as usual. This includes:

- Full operation of all cancer services.
- Restart annual health checks for diabetes.
- Open up all our diagnostic services following strict infection control guidelines.
- Provide every patient whose planned care was disrupted with information about how they will be looked after.
- Ensure that clinically urgent patients are seen first, followed by those who have been waiting the longest.
- Catch up on immunisations and cancer screening.
- GP practices will continue to offer face to face appointments as well as remote consultations based on clinical need.
- Expand and improve mental health services and services for people with learning disabilities and/or autism.
- Prepare our services to cope over winter.

Your GP services continue to be available. Please seek help early rather than leave symptoms to get worse for any health complaint. Services are being offered through telephone and online appointments, but patients who need to be seen will continue to be offered a face to face appointment. Please wear a face covering when using services.

**“I’m worried about the impact of delays to reopening services and people waiting long periods for their appointments.”**





## Caring for you over winter

Winter always brings additional pressures to health and social care services including the potential for another wave of Covid-19, the knock on effects of disruption to health and care services during the pandemic and an increase in flu and respiratory infections. We are focused on supporting the most at risk and protecting our broader population.

You can help us keep you safe and well over winter in a number of ways:

- Follow all the Government guidelines on protecting yourself from Covid-19, including social distancing, good hygiene and using face coverings.
- If you develop symptoms, self-isolate with other members of your household and order a test to find out if you have Covid-19.
- If you test positive for Covid-19, share information promptly about your recent contacts through the NHS test and trace service to help alert others who may need to self-isolate.
- Self-isolate if advised to do so by the NHS test and trace service, because you have had close recent contact with someone who has Covid-19.
- Make sure you are registered with a GP.
- Have a flu vaccination, especially if you are at higher risk.
- Manage your long term conditions.
- Call 111 if you need help or advice and cannot wait to see your GP.
- Treat minor ailments and illnesses at home or seek advice from a pharmacist.
- Use the right service at the right time.
- Only use the Emergency Department in a life-threatening or serious situation.



## Addressing health inequalities

Our respond to Covid-19 starts with the need to acknowledge and address the inequalities which result in poorer outcomes for many of our communities. We have a diverse population and a diverse workforce and recognise our shared responsibility to address these inequalities and support those in greatest need.

**A new community clinic was set up to provide treatment for osteoporosis at home as an alternative to the hospital.**



Some of the practical steps we will take include:

- Support those who have been shielding, to help them regain their independence and ensure they are protected in the event of a second wave.
- Improve the support for people with long term conditions to help them live independently and well.
- Targeted investment to prevent ill-health, including through social prescribers who can help people access support from a range of non-medical services.
- Work with our Black, Asian and Minority Ethnic communities to make improvements across mental and physical health services.
- Provide clear information, advice, guidance, services and support to all our communities.
- Supporting staff mental and physical wellbeing across all local services.
- Improve the physical health of people with mental health conditions and learning disabilities.

## Planned improvements

**Our future improvement programmes have been shaped by our residents, and reflect the health and wellbeing needs in the Bromley Health and Wellbeing Strategy. They will continue to be shaped by the beneficial changes we have put in place during the pandemic. We must keep what has worked well as we rebuild services and transform the way we deliver care to our residents. From routine care to reducing health inequalities, we have the opportunity to embed long term improvements.**

We will work with our residents, patients and partners to test, shape and inform these improvements and work programmes.

### Urgent Care

- Prepare for winter and any further outbreaks of COVID-19.
- Further develop the single point of access for health and care professionals to use when discharging patients, who need further community support once they leave hospital.
- Book an appointment through NHS 111 for emergency care.

### Primary care

- Continue improvements in GP services, so that more personalised care can be provided within local communities by groups of practices working together in primary care networks.
- Increase rates of immunisation and screening.
- Recruit new members of practice teams including pharmacists and specialist nurses.

### Frailty

- Enable more of our frail patients to receive personalised and proactive care which helps to keep them out of hospital and live more independently.

### Mental Health

- Better early identification of mental health conditions.
- More support, rehabilitation and recovery provided in community settings rather than having to go to hospital.



### Elective Care

- Making sure residents are informed about the services now available and working with them to prioritise how we will make improvements.

### Children and Young People

- More video and online appointments to be made available.
- Ensure we have safe and effective care in place.
- Implement a new hospital at home service so that children can get hospital care in the community and at home.

### Diabetes

- Provide online access to diabetes education programmes.
- Review the impact of Covid-19 on people with diabetes.
- Introduce a new Diabetes Clinic at the Princess Royal University Hospital.

### Care Homes

- Apply what we have learnt during the pandemic and work together as a health and care partnership to support those in our care homes.

### Medicines

- Ensure safe access to effective medicine for higher risk patients.
- Provide more pharmacists working closely with GP services.

### End of life care

- Work closely with St Christopher's Hospice to ensure those approaching their end of life, receive joined up care which respects their wishes.



## The money

**Our financial challenge is greater than before the pandemic as many of our efficiency programmes had to be put on hold. Our recovery will require investment in a number of areas to make sure they meet increased demand and the needs of our residents.**

### This includes:

- NHS investment in out of hospital services across community and mental health services.
- NHS investment in hospital services to meet growing demand for care.
- Pooled budgets between health and Bromley Council to support improved models of joined-up care.

## How you can help us

**Covid-19 has presented extraordinary challenges for Bromley this year. By listening to our residents, we have gained insights into the impact this has had on their health and wellbeing. We aim to recover from Covid-19 and build something better. We will do this by working together with our residents and communities to develop, test and learn for the future.**

We will continue to work together across service providers and voluntary and community services to capture experiences and feedback.

### If you would like to share any views, please do help us by answering the following questions:

**Q1.** How confident are you that the priorities and ideas set out in this summary will support your health and wellbeing over the next few years?

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**Q2.** Do you have any suggestions on how we can support and protect those who need the most help, and address the unequal impacts that Covid-19 has had on different communities?

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**Q3.** What information would you find most useful to help you stay well and safe and be able to access health and care services – and in what formats?

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**Q4:** Any other views you wish to share about our recovery plans.

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Please send your views to [broccg.patientquery@nhs.net](mailto:broccg.patientquery@nhs.net)

More information is available on our website at [www.selondonccg.nhs.uk/in-your-area/bromley](http://www.selondonccg.nhs.uk/in-your-area/bromley)

If you would like to join our One Bromley Patient Network and get more involved in decisions about local health and care services please email [broccg.patientquery@nhs.net](mailto:broccg.patientquery@nhs.net)



Healthwatch Bromley works to help local people get the best out of their local health and social care services. Whether it's improving them today or helping to shape them for tomorrow. Healthwatch Bromley is all about local voices being able to influence the delivery and design of local services. Not just people who use them, but anyone who might need to in future. If you would like to share your views on local services and your experiences during the pandemic, please visit [www.healthwatchbromley.co.uk](http://www.healthwatchbromley.co.uk)

