




TRUST BOARD / SLT COVER SHEET

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|  | <p>The cover sheet purpose is to provide the Trust Board/Committee with a clear summary of the paper being presented, how it impacts on the people we serve, key matters for attention and the ask of the Trust Board/Committee</p> <p>The Accountable Director must satisfy themselves that the cover sheet is accurate and fully reflects the paper. The expectation is that the Accountable Director has read and agreed the content of both the cover sheet and paper.</p> | |
| Meeting and Date of meeting | <p style="text-align: center;"><i>Trust Board Meeting</i> <i>Thursday 27th November 2025</i></p> | |
| Title of paper | <p style="text-align: center;"><i>SHSCT Winter Plan</i></p> | |
| Accountable Director | Name | <p style="text-align: center;"><i>Elaine Wilson</i></p> |
| | Position | <p style="text-align: center;"><i>Director of Planning, Performance & Informatics</i></p> |
| Report Author | Name | <p style="text-align: center;"><i>Donna Haughian (PPI)</i> <i>Liz Graham (Communications Team)</i></p> |
| | Email | |
| This paper sits within the Trust Board role of: | <p style="text-align: center;">Accountability</p> | |
| This paper is presented for: | <p style="text-align: center;">Information <i>(Notes on completion at end of document)</i></p> | |
| Links to Trust Strategic Priorities   | <input checked="" type="checkbox"/> | Collaborative Working |
| | <input checked="" type="checkbox"/> | Learning Organisation |
| | <input checked="" type="checkbox"/> | Safety, Quality & Experience |
| | <input checked="" type="checkbox"/> | Community First |
| | <input checked="" type="checkbox"/> | Whole-Life Approach |

1. Reason for Presentation of Paper / Report

This paper is to advise Trust Board of the publishing of the Trust's Winter Plan 2025/2026 in line with the Department of Health's directive that all Trusts publish plans simultaneously to coincide with the Minister of Health's announcement on Thursday 16th October 2025.

2. Detailed summary of paper contents:

Southern Trust Winter Plan 2025/2026 – The plan is presented using Canva tool, formatting and section agreed at a regional level to ensure consistency in approach and appearance by all Trusts.

3. Areas of improvement/achievement:

Section 1: Introduction to our Winter Plan:

This section sets out the context for the development of the plan underpinned by three core principles of Safety, Responsiveness, and Innovation. It highlights the Trust's prioritisation of robust escalation frameworks, enhanced discharge co-ordination and workforce planning to ensure patients and staff safety during periods of peak demand. It explains the plan has been informed by real-time data, cross-system collaboration and lessons learnt from previous winters. Contained within this section is helpful information and guidance on "Choose Well" to support the public, carers and families to use the appropriate health service for their needs.

Section 2: Winter Plan – This section sets out the range of initiatives aligned to our Timely Care Programme which supports the handover ambulance, front door admission avoidance, effective ward process, streamlining discharge and enhancing community care capacity to reduce pressures on hospital beds. Further information on each of initiatives are detailed under each of the follow headings:

- Managing Admission
- Improving Patient Flow
- Timely Discharge

4. Areas of concern/risk/challenge:

Section 2 also acknowledges the challenges the health service is facing including high demand for inpatient hospital beds, long waiting lists, financial constraints and the anticipated rise in respiratory illness and outbreaks during this period. It outlines the actions the Trust will take to support staff during the

winter period to ensure safe staffing levels are maintained in areas where the demand increases.

5. Impact on Statutory Duties: Provide details on the impact of the following and how.

| <i>Financial Impact</i> | <i>Safety and Quality Impact</i> |
|---|--|
| Yes, there are Financial Impacts <i>Business Case approved by DoH (SPPG) £2.9m</i> | No, there are no Quality, Safety or Experience Impacts |

6. Risk Assessment (Risk level and state if a risk assessment be completed)

While there are significant risks that are addressed by the Winter Plan, it is not identified as a risk in its own right.

7. Other Business Intelligence/data (If appropriate)

Performance against the delivery of the Winter Plan will be overseen by the Timely Care Programme Steering Group, chaired by the Chief Executive.

8. Impact: Provide details on the impact of the following and how. If this is N/A you should explain why this is an appropriate response.

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|----------------------------------|---|
| Corporate Risk Register | Winter planning is not a specific issue on the Corporate Risk Register, although is an action to address unscheduled care pressures. |
| Board Assurance Framework | The Winter Plan delivery is aligned with the Timely Care Programme to address unscheduled care pressures, which are reported to the Finance & Performance Committee of the Trust Board. |
| Equality and Human Rights | There are no specific Equality & Human Rights impact relating to the Winter Plan. |