

# Urgent and Emergency Care Update

<b>Report To (Meeting):</b>	ONE Stockport Health and Care Locality Board		
<b>Report From (Executive Lead)</b>	Philippa Johnson, Deputy Place Lead (Stockport)		
<b>Report From (Author):</b>	Karen Moran, Interim Assistant Director for Urgent, Planned and Cancer Care, Stockport Locality. Andrea Muirhead, Senior Locality Manager, Urgent Care (Stockport).		
<b>Date:</b>	30.05.23	<b>Agenda Item No:</b>	8
<b>Previously Considered by:</b>	This paper summarises the position of the GM ICB for Urgent and Emergency Care (UEC), the outcome of the Stockport UEC Summit and locality work to recover UEC. It is for information purposes and has not been considered previously by this, or other, board(s).		

## Purpose of the report

To inform the Health and Care Locality Board on

1. Greater Manchester (GM) ICB UEC Tier 1 allocation by NHSE on 10 May 2023.
2. Outline what is happening at a locality level to recover UEC. This includes
  - The outcomes and next steps from the system wide Stockport Urgent and Emergency Care Summit.
  - The Safe and Timely Discharge workstream.

## Key points (Executive Summary):

1. Greater Manchester ICB has been allocated into Tier 1 by NHSE for its UEC position. Tier 1 localities will receive the highest level of support from NHSE.
2. The release of the national UEC recovery plan, January 2023, led to the delivery of Stockport Urgent and Emergency Care Summit which aimed to agree a collective approach to drive improvement.
3. Work at a locality level to improve UEC includes:
  - development and implementation of a Stockport UEC Recovery 5-point plan to support improvements against the 5 national UEC recovery priority areas.
  - development of a Stockport UEC performance dashboard.
  - benchmarking with areas outside of GM with good UEC performance
  - a clear understanding of the Stockport UEC offer that is communicated.
  - Safe and Timely discharge workstream and supporting actions.
4. Board to note that all urgent and emergency care recovery activities will be resourced within existing budgets.



**Recommendation:**

The Board are asked to:

- NOTE and SUPPORT the contents of the report.

**Decision****Discuss/Direction****Information/Assurance** **X****Aims (please indicate x)**

Which integrated care aim(s) is / are supported by this report:	People are happier and healthier, and inequalities are reduced	<b>X</b>
	There are safe, high-quality services which make best use of the Stockport pound	<b>X</b>
	Everyone takes responsibility for their health with the right support	<b>X</b>
	We support local social and economic development together	<b>X</b>

**Conflicts of Interests**

Potential Conflicts of Interest: None

**Risk and Assurance:**

List all strategic and high-level risks relevant to this paper

- Delivery of proposed priorities within challenging timescales.
- Resources available to deliver proposed next steps.
- System wide commitment to change and improvement.
- Assurance is provided through the system wide partnership agreement to UEC recovery, agreed priorities within the development of the UEC recovery plan and oversight of activities and priorities through the system wide UEC Delivery Board (UECDB).

**Consultation and Engagement:**

**Local People / Patient Engagement:**

Healthwatch and VCSE partners attended the UEC Summit and provided input to discussions and proposals.

**Workforce Engagement:**

System wide representation at the summit.

**Potential Implications:****Financial Impact:**

Please note - All reports with a financial implication require detail of the level of funding, funding stream and comments from Finance.

Non-Recurrent Expenditure	£ N/A			
Recurrent Expenditure (please state annual cost)	£			
Funding stream	Yes		No	
Included in the s75 Pooled Budget				
GM ICB (Stockport) delegated budget				
Other, please specify				

<b>Finance Comments:</b>	<p>It has not been indicated that any financial analysis is required at this stage.</p> <p>There are no extra finances available to support the UEC recovery. Actions will be delivered within existing resource.</p>						
<b>Performance Impact:</b>	<p>This report highlights the outcome of the UEC summit and the commitment of system partners to recover UEC performance through priorities outlined in the Stockport Recovery 5-point plan. A Stockport performance dashboard is under development to monitor impact on service performance.</p>						
<b>Workforce Impact:</b>	<p>No analysis completed to date; this may be required depending on future NHS workforce proposals.</p>						
<b>Quality and Safety Impact:</b>	<p>The Stockport Urgent and Emergency Care Delivery Board will have oversight of all quality and safety aspects of the actions, with an issues and risks log that will be escalated as required.</p>						
<b>Compliance and/or Legal Impact:</b>	<p>N/A</p>						
<b>Equality and Diversity:</b>	<p>General Statement:</p>						
	<p>Has an equality impact assessment been completed?</p>	<p>Yes</p>		<p>No</p>		<p>N/A</p>	<p>X</p>
	<p>If Not Applicable, please explain why</p>	<p>Paper is for information only</p>					
<b>Environmental Impact:</b>	<p>General Statement:</p>						
	<p>Has an environmental impact assessment been completed?</p>	<p>Yes</p>		<p>No</p>		<p>N/A</p>	<p>X</p>
	<p>If Not Applicable, please explain why</p>	<p>Paper is for information only</p>					

# Urgent and Emergency Care Update

## 1. Background

The Governments Autumn Statement 2022 set out two headline targets for recovering urgent and emergency care (UEC) performance across the NHS. These are,

- reducing average category two ambulance response times to 30 minutes
- improving A&E waiting times to over 76% being seen within 4 hours within 2023-24 (with further improvements planned in 2024-25)

In January 2023 the delivery plan to recover UEC services builds on these targets, setting specific measures and actions trusts and systems can take to achieve the ambitions over the next two years which includes the following 5 priorities for 2023/24:

- Increase UEC capacity
- Grow the workforce
- Improving discharge
- Expanding care outside of hospital
- Making it easier to access the right care

Alongside these, the Operational Planning Guidance highlights that improving patient flow and reducing bed occupancy to at least 92% is key to achieving the targets.

### GM ICB Tier 1 Allocation-May 2023

As part of the National UEC improvement, each system has been allocated into one of three tiers. GM ICB is one of two localities in the North-West that has been allocated to Tier 1 and as such will receive the highest level of support from NHS England (NHSE) to help achieve the UEC ambitions with a tailor-made approach, this includes.

- **Self-assessment framework and maturity indices** – To assess the services provided and identify opportunities for improvement. Led by GM ICB.
- **Best practice standards, guidance, and case studies** – Subject matter experts will provide guidance and peer support.
- **Support and oversight from the national iUEC team** – To provide advice and expertise on operational and clinical leadership.

The locality is waiting for the timeline that we will be working to with support from NHSE.

## 2. What is Happening to Recover UEC in Stockport

### 2.1 Urgent and Emergency Care Summit

With the release of the national delivery plan, January 2023, and an acknowledged need to improve performance across the locality, Stockport NHS Foundation Trust and the ICB committed to a Stockport system wide Urgent and Emergency Care Summit.

The summit was held on 27<sup>th</sup> April 2023 with partners from across the Stockport Health and Care system including VCSE colleagues. The aim was to agree a collective approach to drive improvement to meet the challenging targets set by NHSE to improve performance.

## **Summit Outcomes and Next Steps**

The summit was well attended, with input and commitment to urgent care recovery from all system partners. A sub-group of key leads is being forming to continue the partnership approach to drive forward the agreed actions and oversee delivery of the action plan. Alongside this, quarterly UEC Summits will be held to have a specific focus e.g., how work in Adult Social Care and Mental Health can impact UEC recovery.

Feedback from the summit on the ways to improve UEC in Stockport are being included in the Stockport UEC Recovery 5-point plan led by the UECDB. The following key priorities were agreed as next steps

- Development of a Stockport Urgent Care dashboard that will be in place and accessible to all partners by September.
- System wide agreement to the Stockport UEC 5-point plan by June.
- Identification of best practice performance management and processes other areas use, to learn from by benchmarking Stockport UEC Performance and learning from peers, feeding into the UECDB and future summits.
- A refresh of the understanding of the urgent care offer across the locality, by all parts of the system, which can be communicated to the public to ensure right patient, right care, right place.

## **2.2 Safe and Timely Discharge to support UEC Recovery**

Our approach to Discharge to Assess (D2A) in Stockport is aligned to the 'Home First Ethos' described in the One Stockport Health and Care Plan. The default position is that patients return home from hospital, or to their usual place of residence, alternative pathways. Pathways 2 and 3, are designed for those patients unable to go straight home.

It was agreed that a co-designed and agreed system wide approach to facilitate home first will entail a strategy that incorporates the following

- A focus on housing related support (e.g., minor adaptations equipment)
- Greater use of technology in the home
- A review of the disabled facilities grant to develop a new local offer
- An investment model in prevention and step-up capacity that assess impact and effectiveness of existing and future provision
- Establishing system-wide principles between partners and having a single narrative across the system about supporting people to go home as a default option
- Working with consultants and therapists to build confidence in community capability and ensure and barriers to safe and timely discharge are removed.

Alongside this, to meet the D2A strategy, the number of D2A beds was de-commissioned from 122 to 105 from March 2023. Since this date, due to unforeseen circumstances the system has not renewed the contract with a provider who had been commissioned to provide 20 D2A beds, meaning that there is a shortfall of 20% of beds available since April 2023. The system

is working collaboratively to ensure the re provision of this capacity, and GP cover to support. We are working with alternative providers whilst staying within the strategy of bed consolidation to 3-5 providers in year. Alongside this the intermediate tier/ out of hospital model of care development work has commenced with the appointment of a commissioning manager in social care focusing on the Pathway 1 Home First model. The Multi-Disciplinary Team (MDT) is in now in place to develop the service specification for St Thomas's which is the Stockport long term model for out of hospital care provision.

### **3. Recommendation**

ONE Stockport Health and Care Executive Group are asked to:

- NOTE and SUPPORT the contents of the report.