

Urgent and Emergency Care Update – Winter Assurance.

Report To (Meeting):	ONE Stockport Health and Care Board		
Report From (Executive Lead)	Philippa Johnson, Deputy Place Based Lead, Greater Manchester Integrated Care (Stockport)		
Report From (Author):	Ben Aspinall Associate Director Delivery and Transformation, Greater Manchester Integrated Care		
Date:	31.08.23	Agenda Item No:	11
Previously Considered by:	This paper summarises the Winter 2023/24 Planning process for 2023/24 to date and next steps. It is for information purposes and has not been considered previously by this, or other boards.		

Purpose of the report

To inform the Health and Care Locality Board on

1. Winter Planning progress for 2023/24.
2. Outline next steps.

Key points (Executive Summary):

System-level resilience and surge planning

- Each system, led by ICBs, has been asked to develop a system-level winter plan, which outlines the steps that the system will take to deliver on respective actions, retain resilience, and manage a surge in demand above anticipated winter pressures.
- Systems have been asked to develop a whole-system plan formed of two parts:
- System-level numerical winter planning submission
- System-level winter plan narrative submission.

NHS England winter operating model

- The main point of national oversight and escalation will be a daily national call which all regions will be required to attend.
- 7-day A&E SitRep reporting (for all acute trusts) will recommence on 1 November 2023.

System roles and responsibilities

- It is recommended that winter actions are developed for each part of the system, with roles and responsibilities clearly defined to ensure ownership and clarity relating to the high-impact interventions and operational oversight as we continue to transition to system working.
- It is proposed that the following areas should hold a 'job card' defining these roles and responsibilities:
 - Integrated Care Boards / Acute and Specialist NHS Trusts / Primary Care / Mental Health Trusts / Children's and Young People services / Community Trusts and



Integrated Care Providers / Ambulance Services / NHS111/ Local Authorities and social care.

Timeline

- 27th July NHS Board launch and issue winter plan letter
- 1st Sept Locality draft plan to GM system
- 10th September GM System plan submission
- 11-22 September – Regional and national review of system plans
- w.c. 25th September confirmation of system plans, or further refinement sought.

Recommendation:

The Board are asked to:

- NOTE winter planning progress and SUPPORT the outline of next steps.

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

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

Conflicts of Interests

Potential Conflicts of Interest:	None
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Risk and Assurance:

List all strategic and high-level risks relevant to this paper	<ul style="list-style-type: none"> • Delivery of plan within challenging timescales. • Resources available to deliver proposed next steps once agreed. • System wide commitment to change and improvement. • Assurance is provided through the system wide partnership agreement to Urgent and Emergency Care (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).
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Consultation and Engagement:

Local People / Patient Engagement:	Healthwatch and Voluntary, Community, Social Enterprise (VCSE) partners have contributed to activities and submissions and will be invited input to discussions and proposals at the September workshop which will consolidate a number of submissions into a system plan for winter resilience.
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Workforce Engagement:	System wide representation at the September workshop.
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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.					
Finance Comments:	<p>It has not been indicated that any financial analysis is required at this stage.</p> <p>The UEC recovery fund was agreed in May 2023 however all localities are awaiting confirmation from GM re the release of the funds.</p> <p>There are no extra finances available to support the UEC recovery. Actions will need to be delivered within existing resource.</p>					
Performance Impact:	A Stockport performance dashboard is under development to monitor impact on service performance.					
Workforce Impact:	No analysis completed to date; this may be required depending on future NHS workforce proposals.					
Quality and Safety Impact:	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.					
Compliance and/or Legal Impact:	N/A					
Equality and Diversity:	General Statement:					
	Has an equality impact assessment been completed?	Yes		No		N/A X
	If Not Applicable, please explain why	Paper is for information only				
Environmental Impact:	General Statement:					
	Has an environmental impact assessment been completed?	Yes		No		N/A X
	If Not Applicable, please explain why	Paper is for information only				

Urgent and Emergency Care

Winter 2023/24 Planning

National approach

The national approach to 2023/24 winter planning outlines the key steps we must take together across all parts of the system to meet the challenges ahead and is comprised of four core elements:

- **High-impact priority interventions** drawn from the UEC recovery plan that all systems will be asked to deliver and provide assurance against.
- **Clear roles and responsibilities** for each part of the system so that both shared and individual organisational accountability is clear.
- **Returns from systems on system-level resilience** and surge planning, to avoid systems becoming overwhelmed at times of peak demand and a narrative return against key lines of enquiry.
- **NHS England's winter operating model**, including triggers for escalation.

All of the interventions over winter should contribute towards the two key targets for UEC performance of:

- 76% of patients being admitted, transferred or discharged within four hours by March 2024, with further improvement in 2024/25.
- Ambulance response times for Category 2 incidents to 30 minutes on average over 2023/24

[Link to Delivering Operational Resilience across the NHS this winter](#)

Urgent and Emergency Care Summit April 2023

- With the release of the national delivery plan, January 2023, and an acknowledged need to improve performance across the locality, Stockport partners committed to a Stockport system wide Urgent and Emergency Care Summit.
- The summit was held on 27th 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

- The summit was well attended, with input and commitment to urgent care recovery from all system partners. A sub-group of key leads was formed 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 have been 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.

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.

Self-assessment framework and maturity indices

In July an Integrated Urgent and Emergency Care Pathway Tier 1 maturity self-assessment assurance submission was requested by GM for NHSE which outlined a number of High-impact priority interventions that all systems have been asked to deliver and provide assurance against:

- Same Day Emergency Care
- Frailty
- Inpatient Flow and length of stay (acute)
- Community bed productivity and flow
- Care Transfer Hubs
- Intermediate Care demand and capacity
- Virtual wards
- Urgent community response
- Single Point of Access
- Acute Respiratory Infection Hubs

The outcomes of the self-assessment for Stockport were to focus on

- Virtual Wards
- Single Point of Access
- Acute Respiratory Hubs
- Same Day Emergency Care

This was agreed at the August meeting of the Urgent and Emergency Care Delivery Board.

Adult Social Care winter letter 2023/24

- Adult social care winter letter (published 28th July) set out the key steps needed so that all adult social care services are resilient this winter.
- The letter also sets out expectations for how NHS organisations will work with adult social care in both the planning and delivery of support. This is part of a joined-up approach to planning across the health and care system this winter.
- £600m of funding from April's 'Next steps to put People at the Heart of Care' confirmed – majority of this funding will be provided through a new Market Sustainability and Improvement Fund (MSIF) worth £570 million over 2023-24 (£365m) and 2024-25 (£205m). 28th September initial deadline for LA's.
- The remaining £30m will be made available to local authorities on a targeted basis to reflect local pressures this winter in relation to urgent and emergency care.
- Local authorities have been tasked with providing (by 28 Sept) a summary description, aligned to NHS winter surge plans, of how they will ensure sufficient capacity to meet potential adult social care surges in demand over winter.

[Link to adult social care winter letter 2023-2024](#)

Winter 2023/24 Winter Planning narrative

- NHSGM require each ICB to complete this submission by 1st September 2023 and a system submission is required by NHSE by 10th September.
- A draft version of the submission will be shared with ICS Executive prior to submission.
- This document outlines the narrative key lines of enquiry that all ICBs have been asked to respond to as part of the NHS England winter planning exercise for 2023/24 and has a total of six key lines of enquiry with associated questions across the following areas:
 - System-working
 - High-impact interventions
 - Discharge, intermediate care, and social care
 - H2 numerical planning submission
 - Surge plans
 - Workforce
- The document is intended to support ICBs to lead a system-wide planning processes ahead of winter.
- The narrative questions in the document are designed to provide a prompt for areas that required consideration, and to provide the necessary assurance that steps have been taken at a system-level to prepare for a resilient winter period.
- The document asks System partners to refer to the system winter roles issued as part of the winter planning process on 27 July 2023 and the recently completed UEC Maturity Indices issued as part of the NHS Impact improvement offer.
- Final submissions will be received by NHSGM on 1st September 2023.

Next steps

- A workshop is planned for September with the Stockport Urgent and Emergency Care Delivery Board.
- The priorities agreed in:
 - the pre-existing Stockport UEC Recovery 5-point plan,
 - the outcomes from the April Summit,
 - the Urgent and Emergency Tier 1 assurance maturity self-assessment submission in July,
 - and the NHSE Winter 2023/24 Planning Submission

will form a revised winter resilience work programme for Stockport Urgent and Emergency Care Delivery Board and Safe and Timely Discharge Group.

- An overview of the agreed outcomes will be brought to Locality Board, with ongoing monthly operational accountability and oversight forming a work programme for the Urgent and Emergency Care Delivery Board until April 2024.

Recommendation

ONE Stockport Health and Care Executive Group are asked to:

NOTE the Winter Planning progress for 2023/24 and SUPPORT the outline of proposed next steps.