

Agenda Item 13

Meeting: Buckinghamshire, Oxfordshire and Berkshire West CCGs Governing Bodies Meeting in common (in public)

Date of Meeting	13 January 2022
Title of Paper	Urgent and Emergency Care Priority Update
Lead Director	Volker Kellermann, Interim Director of Urgent & Emergency Care and Resilience
Author(s)	Volker Kellermann, Interim Director of Urgent & Emergency Care and Resilience
Paper Type	For Discussion
Action Required	The Members of the Governing Bodies are asked to note the progress and support approach to the urgent care priority across the system

Executive Summary

This update outlines the overall progress made on the Urgent and Emergency Care (UEC) priority and the work of the UEC alignment across the ICS.

Urgent and Emergency Care Priority Update

1. Urgent and Emergency Care (UEC) is a system priority and this report updates on progress to support system working and alignment. The report also updates on the latest position regarding winter and surge planning, additional UEC funding bids and actions from the ICS UEC workshop early November.
2. All providers across the ICS are currently experiencing unprecedented pressures with significant demand and heightened acuity of patients. This is a similar picture to other systems across the Southeast if not nationally.

UEC alignment

3. Over the last month detailed discussions has been undertaken to support of the empowerment, transparency, and local decision-making. A detailed proposal about the alignment work was presented at place based UEC Boards during October. Comments and feedback have been received and helped to inform the next steps, and the creation of a working plan to move this at pace
4. The first phase of this covers the following areas:
 - a. Exploring current consistency of **scope of local UEC boards**, formalising the inclusion of all elements of the pathways including reablement and continuing healthcare in line with the national ten-point UEC recovery plan
 - b. **Governance and structures**; this includes a review of ICS UEC Board and individual Place Boards Terms of References
 - c. **Plans and Strategies**,
 - i. Review of the three Place winter/surge plans
 - ii. Review of UEC escalation plans i.e., Trust>Place>System>SE in view of the revised SE OPEL framework
 - iii. Comparison of trigger points
 - iv. UEC strategies and transformation
 - d. **Outcomes**: based on scope, plans and strategies, are there clearly identified outcomes to be achieved by stated actions and what are national/ regional NHSEI expectations on UEC?
 - e. A consistent **set of metrics** in line with the consistent scope and national/ regional expectations
 - f. **Economics**; understanding and reporting the economics of the pathways and promoting transparency across all partners.
 - g. **Links with other programs**; review where elements of UEC scope, plans and strategies currently sit and where they might fit in e.g., Ageing Well – Urgent Community Response (UCR) 2-hour response, acute respiratory assessment hubs, community frailty response, tec.

Please see Appendix 1 which outlines the timetable and the critical path to completion.

5. We have started to interrogate the detailed flows of funds and expenditure associated with the change to hospital discharge models as part of this work and as preparation for proposing any changes to this model from April 22.

Surge plan and bids

6. The ICS was required to submit a revised surge plan, responding to revised regional key lines of enquiry, on 22 September. The system worked with place based UEC leads to submit this. Even though NHSE/I commented positively on the BOB Surge plans submitted, within the system there remain real concerns that individual winter plans are unable to withstand further pressures. It was therefore proposed to hold a further event specifically to review business continuity plans and mutual aid arrangement week commencing 13 December.
7. UEC Board chairs, Chief Operating Officers and UEC leads held a joint workshop in early November to discuss key actions for this winter. As part of the workshop, it was agreed to establish escalation paths and trigger points between place and ICS levels, which are based on the revised NHSE/I SE OPEL framework which is being developed
8. In addition, we have started to strengthen our present ICC arrangements and created a broader operational delivery response centre (System Operations Centre – SOC).
9. The system and individual organisations have been invited to bid for additional UEC funds, which mainly centre around the front door (Urgent Treatment Centres – UTCs), admission avoidance (Urgent Community Response – UCR) and Hospital at Home Teams to aid capacity. No ceiling has been set for the applications and deadline for submission to the region was 27 November.
10. Governing Bodies will be updated on the projects/funds approved when we are notified of the outcome of the bids.

Appendix 1: UEC Alignment – Critical Path

Critical path

TBD when the plan will be sense checked with UEC Leads and UEC Board chairs

