



SHROPSHIRE HEALTH AND WELLBEING BOARD				
Cover Sheet for submissions				
Meeting Date	July 2022			
Title of Paper	Shropshire, Telford & Wrekin Urgent & Emergency Care Improvement Plan			
Reporting Officer	Sam Tilley, Director of Urgent Care & Planning, Shropshire, Telford & Wrekin CCG			
Which Joint Health & Wellbeing Strategy priorities does this paper address? Please tick all that apply	Children & Young People	<input checked="" type="checkbox"/>	Joined up working	<input checked="" type="checkbox"/>
	Mental Health	<input checked="" type="checkbox"/>	Improving Population Health	<input checked="" type="checkbox"/>
	Healthy Weight & Physical Activity	<input type="checkbox"/>	Working with and building strong and vibrant communities	<input type="checkbox"/>
	Workforce	<input type="checkbox"/>	Reduce inequalities (see below)	<input checked="" type="checkbox"/>
What inequalities does this paper address?	Service access and outcomes in relation to Urgent and Emergency Care			
Risk assessment and opportunities appraisal (NB This will include the following: Risk Management, Human Rights, Equalities, Community, Environmental consequences and other Consultation)	The UEC Improvement Plan addresses risks in meeting relevant performance standards and providing the best quality services for our residents			
Financial implications (Any financial implications of note)	N/A			
Climate Change Appraisal as applicable	N/A			
Where else has the paper been presented?	System Partnership Boards			
	Voluntary Sector			
	Other	Urgent Care Delivery Board		
List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)				
Cabinet Member (Portfolio Holder) or your organisational lead e.g. Exec lead or Non-Exec/Clinical Lead (List of Council Portfolio holders can be found at this link: https://shropshire.gov.uk/committee-services/mgCommitteeDetails.aspx?ID=130)				
Appendices STW UEC Improvement Plan				

Shropshire, Telford and Wrekin Urgent & Emergency Care Improvement Plan 2022/23

Introduction

In May 2022 a presentation was made to the Health and Wellbeing Board (HWBB) regarding the Shropshire, Telford and Wrekin (STW) Emergency Care (UEC) Improvement Plan for the 2022/23 period.

This presentation highlighted the focus of the plan to ensure an agreed set of improvement priorities, developed by the system, are in place to identify and tackle areas of service improvement, transformation and redesign to ensure that we are providing the best services for our residents and addressing areas where performance is below the standard we would want.

Context

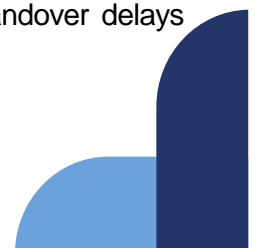
The current context remains similar to that presented in May with levels of demand across services remaining high. To summarise, the Shropshire, Telford & Wrekin system has experienced a number of challenges over a period of time in relation to the delivery of Urgent and Emergency Care. This has been exacerbated recently by unprecedented levels of demand, not only in UEC but across the health and care sector. Across March and April 2022 we have seen the highest level of Covid19 patients in our hospitals, the highest numbers of care homes closed to admissions and the highest numbers of staff sickness absence than at any other time during the pandemic. This has exacerbated some of our underlying challenges and had informed the development of our UEC Improvement Plan. In recent weeks we have again seen covid numbers rising.

The interconnectedness of all elements of the UEC pathway means that pressures and blockages in any part of the pathway will inevitably cause an impact throughout and this often manifests in long ambulance handover delays. It is for this reason that a focused approach to improvement across the whole pathway is likely to give us the best outcomes

We are aware that workforce challenges locally play a significant role in our service delivery challenges, and whilst this is not a topic for detailed exploration here, it is an important part of the improvement agenda. In summary, the system is taking forward the implementation of a system workforce plan focused on recruitment and retention and supporting staff health and wellbeing as they recover from the challenges of service delivery through the pandemic into the challenges that service recovery presents. Nevertheless, we are seeing the additional impact that cost of living rises, particularly fuels costs, are having on choices staff are making about remaining in or entering the health and social care profession

Estates constraint are also an important factor in our ability to improve services. The requirement to provide ongoing segregated pathways for Covid19 and non-Covid19 patients adds to this further. Whilst plans are in train for longer term solutions to this issue there is also a need to for shorter term solutions and this features in our plans.

Notwithstanding this challenging context the focus and aspiration remains the same: To improve performance across the UEC pathway, in particular in the area of Ambulance handover delays and to improve UEC outcomes for our patients.



UEC Improvement Plan Progress

As highlighted in May 22, the Plan sets out a group of high level Improvement areas and headline programmes of work which have been approved by the system UEC Delivery Board. Subsequently, work has taken place to develop more detailed work programmes against each of these headline areas and a detailed sub-plan has now been approved by the UEC Delivery Board.

Each work programme now has a detailed Project Initiation Document with key delivery milestones against which progress will be monitored. Improvement trajectories for each programme will be finalised, linked to the national set of UEC metrics by mid July. There will be a process of tracking and monitoring progress that will be reviewed at each UEC Operational Group and Delivery Board meeting to ensure progress and agree remedial actions if schemes are not performing as well as they should be

The plan, appended to this report, sets out the link between the work programs and the NHS Engand 10 point UEC Action Plan and also notes the links to wider schemes of local work that, whilst not formally falling under the remit of this programme, play an important role in supporting the delivery of these improvements.

In developing this plan there has been excellent engagement from stakeholders and the areas agreed for inclusion were deemed to offer the best opportunity to positively impact UEC performance.

MP Summit

In addition to this improvement work programme, an Ambulance Handover MP summit was recently held to focus on briefing MPs on background and specific actions that are being taken under the UEC Improvement Programme. This session was jointly chaired by Sir Neil McKay, ICB Chair and Anthony Marsh, WMAS CEO

The summit noted a number of areas where developments were already having a positive impact on performance including the Single Point of Access, developments in relation to primary care access, increased care home provision and the roll out of the Rapid Response service

The Summit agreed a number of actions which will be followed up with a further Summit in July

- The ICS through the UEC Improvement Programme to set out the top priorities, specific actions and anticipated benefits. To map these to a clear trajectory of ambulance handover improvement that we will monitor through the ICS and with summit attendees
- A clear action plan to be shared with summit attendees and form the basis of the second ambulance handover summit
- Continued support for Hospital Transformation Programme by all parties



Conclusion

As you will see from the detail of this report and the attached Improvement Plan, there is a significant amount of work currently being undertaken to improve the delivery of UEC in both the shorter and longer term. This process is iterative and will continue to develop. This report provides a point in time position regarding the work in hand to address immediate issues and pressures as well as our aspirations for the future

Recommendations

The Health & Wellbeing Board is asked to support the ongoing programme of work set out in the UEC Improvement Plan

