

Clinical Commissioning Group

Governing Body

Paper Summary Sheet

For: PUBLIC session **PRIVATE session**

Date of Meeting: 24 November 2015

For: Decision **Discussion** **Noting**

Agenda Item and title:	GOV/15/11/15 Update on Operational System Resilience and Capacity
Author:	Patrick Mulcahy, Associate Director for Urgent Care
Lead Director/GP from CCG:	Jo Cullen, Director of Primary and Urgent Care, Group Director, WWYKD
Executive summary:	<p>This paper is to update the Governing Body on the Wiltshire System Resilience Group (SRG) and the emergence of the Urgent and Emergency Care Networks (UECN).</p> <p>The SRG is mandated to ensure operational resilience across the health and social care system. The group is also responsible for delivery of a number of nationally mandated interventions to support the recommendations of the Urgent and Emergency Care Review. These are known as the ‘eight high impact interventions’</p> <p>This paper also sets out progress to date on the development of the CCG wide operational resilience and capacity plan and how this supports the objectives of both the SRG and UECN</p> <p>During September 2015, the CCG had to submit an SRG self-assurance return to NHS England and a stocktake on progress with the eight high impact interventions. Both these submissions were reviewed by NHS England and subsequently the SRG has been rated as high risk, due to a number of factors that have yet to be fully implemented.</p> <p>The SRG recognise that implementation of a number of key actions is ongoing and that plans are in development to deliver these as we progress towards the traditional winter period.</p> <p>Planning for urgent care over winter has now brought together</p>

	<p>planned care into the system wide year round resilience framework. This wider remit, and the challenges that local acute providers are experiencing in balancing Accident and Emergency performance and referral to treatment targets is one of the factors that has resulted in the SRG rating.</p> <p>The CCG has embarked on a process to review operational resilience plans from all its major providers, including those who have a regional or wider geographical coverage, such as Care UK who provide NHS 111 and South Western Ambulance Service NHS Foundation Trust who provide emergency services. Where we have common providers with Bath and North East Somerset CCG, this is being done collaboratively to avoid provider duplication.</p> <p>Through the Wiltshire SRG, and senior representation with BaNES and Swindon SRGs, we have ensured the dissemination of provider and commissioner assumptions and also been sighted on system assurance within these SRG footprints.</p>
Evidence in support of arguments:	National Urgent and Emergency Review
Who has been involved/contributed:	The Operational System Resilience and Capacity plan is being developed, and will be reviewed and agreed by the Wiltshire SRG.
Cross Reference to Strategic Objectives:	Links the WCCG strategic 5 year plan and the Better Care Fund
Engagement and Involvement:	Not at this stage.
Communications Issues:	<p>The final report will be a public facing report.</p> <p>A key part of the resilience planning is the communications plan using national material. This is aimed at the public with health messages as well as advice to access appropriate treatment and services.</p> <p>http://www.wiltshireccg.nhs.uk/stay-well-this-winter</p>
Financial Implications:	The SRG has allocated a budget of £2.762m to support operational and resilience within its providers.
Review arrangements:	Monitoring against delivery is via the monthly System Resilience Group
Risk Management:	Risks to system resilience and provider delivery are noted within the corporate risk register

National Policy/ Legislation:	Urgent and Emergency Care Review
Equality & Diversity:	All supporting CCG projects have an EIA
Other External Assessment:	NHS England assurance process.
What specific action re. the paper do you wish the Governing Body to take at the meeting?	The Governing Body is asked to note the information.

OPERATIONAL RESILIENCE AND CAPACITY PLANNING

1 OPERATIONAL RESILIENCE AND PLANNING

- 1.1 The national tripartite (NHS England, Monitor and Trust Development Authority) expect every System Resilience Group (SRG) to address the eight 'high impact interventions' from the national Urgent and Emergency Care Review¹, and it is expected that all organisations will be clear, through the SRG arrangements, about their responsibility for delivering all or any part of any of these services, and will have taken these into account in their planning.
- 1.2 These eight high impact interventions have been identified as the short term priorities to be included in operational plans, to ensure that early and effective resilience planning is underway for the coming year. This will put the system in a strong position to implement the longer term goals of the Urgent and Emergency Care Review.
- 1.3 For 2015/16 the NHS financial allocation to support operational resilience and capacity planning (ORCP) was added to baseline allocation. The CCG ring-fenced the total £2.7m and via the SRG allocated funds to providers to support their operational performance and process changes in service delivery.
- 1.4 ORCP Investment proposals, as agreed by SRG, are being monitored on delivery via the Investment and Performance Dashboard which has been developed, which also include ambulance and NHS 111 Key Performance Indicators (KPI) although not directly linked to separate funding. The SRG continues to monitor performance monthly and hold providers to account for delivery of KPIs aligned to the investment received.

2 URGENT AND EMERGENCY CARE NETWORKS

- 2.1.1 Following recent guidance within the Urgent and Emergency Care Review (UECR) NHS England has implemented the formation of Urgent and Emergency Care Networks (UECN) made up of groups of System Resilience Groups (SRG).
- 2.2 Wiltshire CCG is now a member of two Urgent and Emergency Care Networks (UECNs) based on the trauma networks footprints; one aligning to the North Bristol Trauma Network, which covers Bristol, North Somerset, Somerset, South Gloucestershire, BaNES, Wiltshire, Swindon and Gloucestershire – forming a new 'Severn' UECN; and one aligning to the Southampton network forming Wessex UECN

¹ <http://www.england.nhs.uk/2014/08/19/update-uec-review/>

- 2.3 The role of the UECN is described as to provide strategic oversight of urgent and emergency care on a regional footprint, improving consistency and quality of urgent and emergency care by bringing together SRGs and other stakeholders to address challenges that are difficult for single SRGs to solve in isolation; and coordinating, integrating and overseeing care and setting shared objectives for the Network where there is clear advantage in achieving commonality for delivery of efficient patient care (such as ambulance protocols; NHS 111 services; and clinical decision support).

3 PREPARATION FOR WINTER 2015/16

- 3.1 The national tripartite wrote to all CCGs on 11th August² with the expectation that all systems will have robust plans in place for winter, and setting out the next steps and goals for the rest of the year. This covers System Resilience Group assurance, support available, development of mental health services, surge management, this years' winter marketing campaign, and flu preparation.
- 3.2 It is confirmed that as discussed previously, with money now in CCG baselines, there is no additional resilience funding for this year and the focus is now on implementation.
- 3.3 System Resilience Group assurance and assessment of progress that has been made to ensure resilience planning is in a stronger position than last year.
- 3.4 As part of the assurance, SRGs are asked to provide the following updates:
- Key actions being taken to improve upon last year's resilience plan.
 - Progress on implementation of the eight high impact resilience interventions.
 - Baseline assessment of plans to implement the nine high impact actions to improve ambulance performance.
 - Acute and out of hospital capacity and demand projections ahead of winter, building on work already underway with regional teams
 - A baseline assessment of plans to implement 24/7 liaison mental health services in A&E departments and delivery of the mental health high impact interventions.
 - A self-assurance assessment against a number of key indicators.

² <http://www.england.nhs.uk/wp-content/uploads/2012/10/winter-readiness-letter-1516.pdf>

4 JOINT COMMISSIONER WINTER PLANNING

- 4.1 Wiltshire CCG has a number of common health providers with Bath and North East Somerset (BaNES) CCG and we agreed to facilitate a joint critical review of provider capacity and resilience plans in late October.
- 4.2 This has enabled all partners to be sighted on each other's resilience and capacity planning assumptions and to ensure that appropriate escalation triggers are in place, and asked to present plans covering the priority areas.
- 4.3 The CCGs are in the process of ensuring that the outputs from the event and any identified gaps are addressed and incorporated in to the final CCG Winter Plan 2015.

5 WILTSHIRE WIDE CAPACITY MANAGEMENT

- 5.1 The aim of the resilience plan will be to provide the Systems Resilience Group with an update on the approaches that are being taken in relation to capacity management and systems resilience during 2015/16.
- 5.2 All involved recognise that this is not an approach purely for winter; it is an approach that needs to be in place all year with the aim of providing evidence of the processes in place to manage any increased demand across the system and ensure we maintain high quality care in times of system challenge.
- 5.3 For Wiltshire this will very much be a case of building on what is currently in place and maximising capacity appropriately for the right patients at the right time.
 - 5.3.1 The focus is very much "business as usual" with the aim that our approach to system resilience to be embedded into the day to day practice of staff or bring identifiable benefit to patients even when the system is under pressure.
 - 5.3.2 Key actions include addressing issues to support;
 - Handover of patients from ambulance to acute trust
 - Alternative access arrangements for South Western Ambulance Trust.
 - Operational readiness
 - Patient review arrangements
 - Integrated Discharge Team arrangements
 - Seven day services
 - System communications and management
 - Step up /admission avoidance and rapid assessment planning
 - Escalation plans (Inc. Director-on-call arrangements)

6 ONGOING GOVERNANCE

- 6.1 Oversight and governance of the Winter Plan will be maintained by the Wiltshire SRG Group. The SRG is fully established with Chief Officer and Executive representation across health and social care organisations with clear terms of reference in line with national guidance.
- 6.2 There are a series of task group meetings and programme boards already in place across Wiltshire which is attended by directors and senior managers from all relevant health and social care providers, locality GPs and clinical leads for the CCG. These meetings have ensured that commissioners and providers are united in working together towards common goals in relation to capacity management.
- 6.3 The Wiltshire SRG will sign off the Winter Plan following extensive engagement and discussion with all stakeholders.
- 6.4 In addition, the SRG is positioned within a wider complex group / meeting structure, linking in provider quality and performance management, engagement and representation within neighbouring SRG's, Urgent and Emergency Care Networks, local NHS England assurance, national NHS 111 clinical governance groups and internal task and finish groups.