

**South East Essex Health and Social Care  
Urgent Care Improvement and Recovery Plan**

**Committee:** Health & Wellbeing Board  
**Submitted by:** Melanie Craig, Chief Operating Officer  
**Prepared by:** Melanie Craig, Chief Operating Officer  
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**Status:** For Review

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**1 Purpose**

- 1.1 The South East Essex Health and Social Care Urgent Care Improvement and Recovery Plan (the Plan) sets out the local strategy and detailed operational plans for managing urgent care particularly during surge periods. The Health & Wellbeing Board is invited to review the Plan which will ensure quality services in terms of patient experience, patient safety and clinical effectiveness. The Plan will also ensure achievement of the 4 hour A&E standard set out in the NHS Constitution.

**2 Background**

- 2.1 Dame Barbara Hakin, Deputy Chief Executive of NHS England, wrote to clinical commissioning groups (CCGs) on 9 May 2013 instructing them to develop a system-wide urgent care recovery and improvement plan. The plans would ensure recovery of Accident and Emergency Departments (A&E) as part of a national recovery plan following a period of unprecedented pressures across England.
- 2.2 NHS Southend CCG and NHS Castle Point & Rochford CCG coordinated the development of a plan which was submitted to NHS England, Monitor and the NHS Trust Development Authority (through a tripartite agreement) on 31<sup>st</sup> May 2013.
- 2.3 NHS England instructed CCGs to build on initial submissions and prepare more detailed plans to ensure continued resilience over the winter period and during further surges in demand. Final plans must be submitted on 30<sup>th</sup> September 2013.

**3 Local Context**

- 3.1 South East Essex experienced significant pressures over the winter period 2012/13. The A&E standard was not consistently achieved with average performances of 93.78% and 89.59% during quarter 3 and 4 respectively.

- 3.2 Untypically, local performance did not improve in quarter 1 of 2013/14. Quarter 1 is normally a period when pressures reduce and systems can take stock of past experiences and prepare for the next winter.
- 3.3 A suite of operational and performance measures were put in place in June, and since July 2013 Southend University Hospital Foundation Trust has recovered the performance of the A&E department and achieved the standards set out in the NHS Constitution for a maximum 4 hour wait in A&E during July, August and September to date.

#### **4 South East Essex Health and Social Care Urgent Care Improvement and Recovery Plan**

- 4.1 The Plan has been developed following two workshops held in July and September. All stakeholders were represented at the workshops including:
- Southend University Hospital Foundation Trust (SUHFT)
  - South East Essex Partnership NHS Foundation Trust (SEPT)
  - East of England Ambulance Service NHS Trust (EEAST)
  - Essex County Council
  - Southend-on-Sea Borough Council
  - NHS Southend CCG
  - NHS Castle Point & Rochford CCG
  - NHS England Essex Area Team
- 4.2 The Plan is attached as Appendix A and sets out system-wide escalation plans for the system and details how demand will be managed.
- 4.3 The major providers (SUHFT, SEPT and EEAST) have prepared detailed operational winter plans. Their plans will be approved through their own organisational governance and will then become appendices of the Plan.
- 4.4 A significant section of the Plan describes the Unplanned Care Demand Management Schemes which have been reviewed in detail. Many of the schemes are jointly commissioned with Southend-on-Sea Borough Council.
- 4.5 The Plan will be presented for approval at the NHS Southend CCG and NHS Castle Point & Rochford CCG Governing Bodies on 26 September.

#### **5 Recommendations**

- 5.1 The Plan is commended to the Southend Health & Wellbeing Board by the South East Essex Urgent Care Network. The Network is a group of senior leaders responsible for strategic direction in South East Essex.
- 5.2 The Plan will ensure continued strong recovery of the A&E Department and resilient quality services over the winter period.