

HEALTH AND WELLBEING BOARD

8 September 2015

Title:	Urgent and emergency care and Vanguard application		
Report of the Barking and Dagenham Clinical Commissioning Group			
Open Report		For Decision	
Wards Affected: All wards		Key Decision: No	
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Sponsor: Conor Burke, Chief Officer Barking and Dagenham Clinical Commissioning Group			
Summary: Our local System Resilience Group (SRG) - a partnership of CCGs, providers, local authorities, GP Federations, out of hours provider (PELC), London Ambulance Service, Healthwatch and the Local Pharmaceutical Committee (LPC), has been successful in an application to become a national urgent and emergency care (UEC) Vanguard. Vanguard status gives us a platform from which to implement some of the findings from the recent BHR urgent care conference and look to streamline and simplify the urgent care system and access for our patients.			
Recommendation(s) The Health and Wellbeing Board is recommended to note the content of this report.			
Reason(s) The proposal supports the Council's vision to enable social responsibility – supporting residents to take responsibility for themselves, their homes and their community and ensuring that everyone can access good quality healthcare when they need it. http://moderngov.barking-dagenham.gov.uk/documents/s82613/Vision%20and%20Priorities%20Report.pdf			

1. Introduction and Background

1.1 Urgent and emergency care has been a key challenge for our health economy for many years with a background which includes:

- A complex urgent care system with duplication and fragmentation across services
- Challenged health economies and challenged acute trusts

- Key performance targets, particularly in accident and emergency, not being met
- 1.2 A BHR urgent care conference was held on 1 July 2015. The purpose was to gather views on how we can transform urgent care services over the next 2-5 years.
 - 1.3 Closely following the BHR urgent care conference an opportunity to bid to become an urgent and emergency care Vanguard was announced.
 - 1.4 The BHR System Resilience Group (SRG) - a partnership of CCGs, providers, local authorities, GP Federations, out-of-hours provider PELC, London Ambulance Service, Healthwatch and Local Pharmaceutical Committee(LPC), was successful in an application to become a national urgent and emergency care (UEC) Vanguard.
 - 1.5 Vanguard status gives us a platform from which to implement some of the findings from the recent BHR urgent care conference and look to streamline and simplify the urgent care system and access for our patients.

2. Proposal and Issues

- 2.1 At the BHR urgent care conference on 1 July 2015 we asked attendees to really challenge themselves to think about what the future should hold for urgent care across our three boroughs.
- 2.2 Attendance at this event included the wider NHS (e.g. NHS England) and non-NHS stakeholders including Health and Wellbeing Board chairs, Healthwatch, patient representatives, clinicians, external and local providers and CCG members.
- 2.3 The key themes from the day are:
 - **Simplify the pathway** through a **co-design** approach
 - Maximise the **digital and technology opportunity**
 - Excellent **self-care** support is essential to support urgent care
 - Align **contracts** to support integrated delivery
 - **Develop the Workforce** to meet future needs
- 2.4 During the day we asked attendees to describe 'urgent care' in two words - the word clouds show the words used by attendees to describe urgent care now and how they would want urgent care to be in the future - the bigger words were used by many attendees when describing urgent care.

Urgent Care is...



Urgent Care will be...



- 2.5 'Vanguards' for the new care models programme are one of the first steps towards delivering the [Five Year Forward View](#) and being part of the Vanguard programme will support us to improve and integrate services.
- 2.6 The Vanguard programme has four core principles
- Clinical engagement
 - Patient involvement
 - Local ownership
 - National support
- 2.7 Vanguard sites are given access to a national support package and are encouraged to deliver innovation at pace, with learning shared nationally throughout the programme. Vanguards are encouraged to exploit opportunities for radical care redesign and to remove artificial barriers to change. This means that as a Vanguard we will be given freedoms and flexibilities which we would otherwise not have – examples of this could be freedom to change national reporting, procurement or information sharing requirements.
- 2.8 As a Vanguard site, in addition to the practical support offered by the national teams, we will have access to a £200m Transformation Fund. To access this fund, bids called value propositions, must be submitted which show how we will close three gaps - health and wellbeing, care and quality and the funding gap.

- 2.9 At the UEC Vanguard launch day on 27 August 2015 we will start to discuss with the national team what our support package will look like.
- 2.10 Vanguard status gives us a platform from which to implement some of the findings from the BHR urgent care conference and look to streamline and simplify the urgent care system and access for our patients.
- 2.11 Our Vanguard application sets out our aim to create a simplified, streamlined urgent care system delivering intelligent, responsive urgent care for the 750,000 residents across the BHR health economy - the most challenged health economy in the country.
- 2.12 Using the outputs from the BHR urgent care conference, the SRG believes there is a need to do things differently and that patients are confused by the many and various urgent and emergency care services available to them - A&E, walk-in centre, urgent care centre, GPs, pharmacists, out of hours services etc.
- 2.13 Becoming a UEC Vanguard will support the SRG in its ambition to streamline these points of access to just three - supported by a smart digital platform that will recognise patients and personalise the help they get as soon as they get in contact. This involves:
1. 'Click' - online support and information - will help people to self-care and book urgent appointments when needed
 2. 'Call' - telephone for those who need more advice, reassurance or to book an appointment
 3. 'Come in' – where patients really need emergency care - the front door of the hospital will become our new ambulatory care centres
- 2.14 The detail of this ambitious plan will be developed throughout September and will build on existing successful partnership working between NHS and social care organisations across the three boroughs.
- 2.15 Workstreams will include:
- Development of the operational model to include all aspects of urgent care provision including self-care support
 - Communication and engagement
 - Technology
 - Contracts, finance and organisation development
 - Workforce
 - Governance and project management

3 Consultation

- 3.1 The BHR urgent care conference was held on the 1st July, and the outcomes from this event were used to shape the Vanguard application.
- 3.2 We are developing a communication and engagement strategy which will be supported by a detailed plan. Two of the four core Vanguard principles are patient

and clinical engagement and so the plan will have a high level of communications and engagement activities included to ensure the Health and Wellbeing Board, Health and Adult Services Select Committee and other stakeholders are regularly updated on progress.

- 3.3 The new operational model will be developed with patients and staff through a co-design process and will be completed by March 2016.

4 Mandatory Implications

4.1 Joint Strategic Needs Assessment

This programme will further the findings of the JSNA with regards to reducing ill health.

4.2 Health and Wellbeing Strategy

This programme will further and support the following priorities in the H&WB Strategy:

- To improve the quality and delivery of services provided by all partner agencies
- More children and families have access to urgent care community services which meet their needs
- More adults have access to community based urgent care services in ways that suit their work/life balance.
- More older adults have access to community based urgent care services

<http://www.lbbd.gov.uk/AboutBarkingandDagenham/PlansandStrategies/Documents/HealthandWellbeingStrategy.pdf>

4.3 Integration

This programme is sponsored by BHR System Resilience Group (SRG) - is a partnership of CCGs, providers, local authorities, GP Federations, PELC, LAS, Healthwatch and LPC.

One of the underpinning aims of the Vanguard programme is for our already well established partnership working to evolve into a more formal contractual arrangement. This will be a whole system approach to deliver a new care model.

4.4 Financial Implications

None identified at this point

As a Vanguard site, in addition to practical support offered by the national teams, vanguards also have access to a £200m Transformation Fund.

As part of the Vanguard programme we are required to adopt and test a new contracting / pathway payment mechanism as supported by Monitor.

4.5 Legal Implications

None identified at this point

4.6 Risk Management

None identified at this point

4.7 Patient/Service User Impact

None identified at this point

5. Non-mandatory Implications

None identified at this point

5.1 Crime and Disorder

None identified at this point

5.2 Safeguarding

None identified at this point

5.3 Property/Assets

None identified at this point

5.4 Customer Impact

None identified at this point

5.5 Contractual Issues

None identified at this point

5.6 Staffing issues

None identified at this point

Public Background Papers Used in the Preparation of the Report:

None

List of Appendices:

Appendix A - BHR urgent care conference