



# Greater Manchester

System Resilience Winter 2016/17

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# 1. Executive Summary

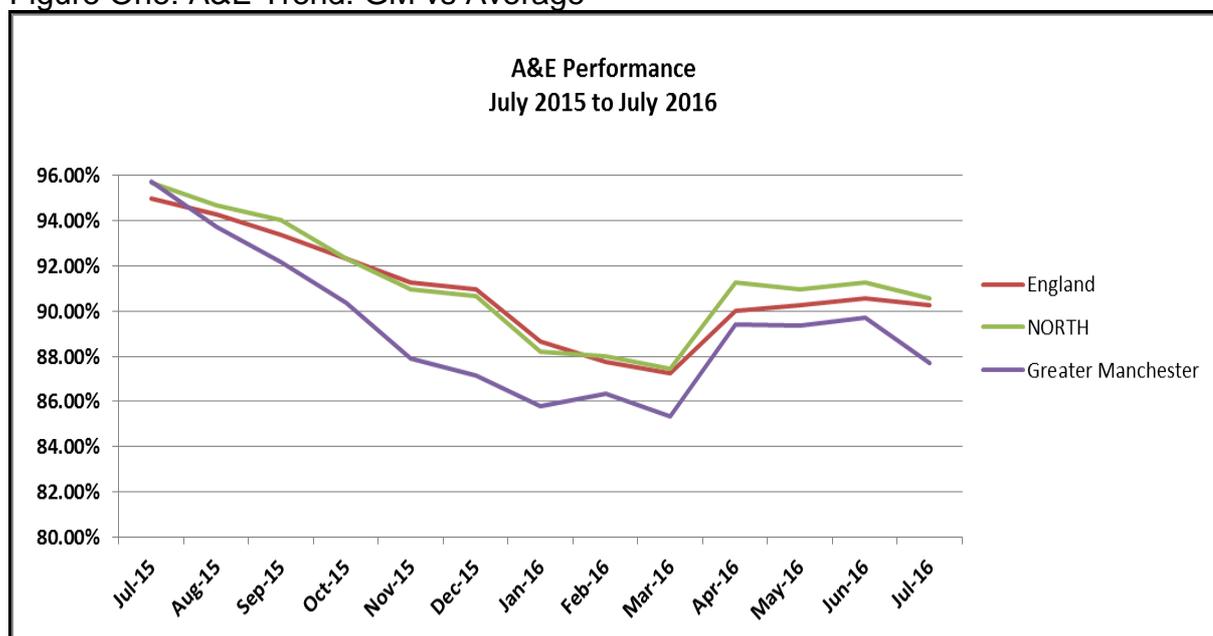
This paper outlines how the Greater Manchester (GM) Winter Team works with the GM 'place' response leaders to provide support when urgent care pressures are experienced within the system for winter 2016-17.

Across GM we have 7 Local A&E Delivery Boards which were established early September 2016 and build on the work of previous System Resilience Groups although their sole focus is now the local Urgent & Emergency Care system. They are excellent opportunities to engage the right people at the local level to deliver excellent care and services to the local population. These are aligned to a GM UEC Network that will help to identify and share best practice, agree common work streams and provide the link to the UEC Task Force.

Given the deterioration seen over previous winters the Local A&E Delivery Boards, in their previous form as System Resilience Groups (SRGs) were already reviewing the outputs from last winter for their systems. The A&E Delivery Boards will further cement robust relationships across providers within Greater Manchester.

GM did not recover from the drop in performance last winter and continues to struggle to deliver with all sites seeing a drop off and variable delivery of the A&E outcome measure of 4 hours. Although that is a blunt instrument it remains a good indicator of the quality of care and safety within the system – figure one.

Figure One: A&E Trend: GM vs Average



All sites in GM continue to struggle in delivering their agreed trajectory for their A&E performance, this is a national problem but GM is currently an outlier vs both national and the North region.

It is therefore important to agree notification and reporting processes linked to the stage/level of pressure within the local system over the winter months. The

escalation and reporting processes in this document commence from Monday 31<sup>st</sup> October and will be reviewed again in the following April.

Within the document the process for escalation is described in terms of deviation from the agreed trajectory against the 4 hour A&E outcome measure. This was felt to be the most appropriate standard available at this stage. Escalation will be across 4 levels described in table 1 below.

## 2. Escalation & Reporting

2.1 Reporting requirements and expectations can be found in more detail within Appendix 1 of this document.

A one page summary has also been provided in Appendix 4, to be used as a working reference document of the requirements.

**Table One:** Levels of Escalation for Winter

<b>Level</b>	<b>Lead Organisation</b>	<b>GM HSCP Actions</b>
Business as usual	Individual Organisations	Normal assurance
Level One	Clinical Commissioning Groups (A&E Delivery Boards)	Liaison and support to affected systems as appropriate
Level Two	CCGs	Support systems to clearly identify remedial actions and monitor progress weekly
Level Three	GM UEC Task Force	Face to face system meetings weekly and more frequently via virtual meetings as appropriate
Level Four	NHSE National	National Incident Management

2.2 Local systems will be required to share the outputs of their own system resilience processes through routine assurance engagement with the Greater Manchester (GM) Winter Team. Dependent upon the level of escalation these may include; weekly reporting/ teleconferences / daily updates and face to face meetings.

2.3 A&E daily information that is submitted by Trusts and CCGs is used to populate a daily GM A&E dashboard. This is distributed to the GM Winter Team to highlight any pressures within the system along with the key issues around non-delivery of the A&E standard trajectory.

2.4 The GM Winter Team will use the information submitted, along with the intelligence provided by local systems as part of continued assurance to the GM Health & Social Care Partnership.

### **3. System wide notification, reporting and communications**

- 3.1 Where there are performance issues widespread across Greater Manchester, the GM Winter Team will notify local systems of the range of issues and any requirements via e-mail communications in the first instance.
- 3.2 If necessary the GM Winter team will invoke Greater Manchester level 2 teleconferences with nominated system leaders on behalf of the UEC Task Force.
- 3.3 The escalation to Level 3 would be subject to face to face meetings between system leaders and the UEC Task Force to ensure common understanding of the key issues and access to available support.
- 3.4 NHS England may, depending on widespread pressure and escalation, take on a national role of command and control in line with the EPRR Framework.

(Appendix 4 provides a single page summary of the escalation reporting arrangements)

**Colin Kelsey**  
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**GM Health & Social Care Partnership**

## Appendix 1 - GM Reporting requirements from Monday 31<sup>st</sup> October 2016

APPENDIX A – ESCALATION LEVELS AND ACTIONS				
Notification Level	Description	Trigger for escalation	Reporting requirements by CCG	Reporting requirements by GM Winter Team
Business as Usual	<p><b>Capacity and Demand fluctuations are manageable within organisations</b></p> <p>CCGs/ Acute Trusts achieving A&amp;E performance at an aggregate level</p>	<p><b>Trigger for escalation to Level 1</b></p> <ul style="list-style-type: none"> <li>ED perf vs agreed trajectory failed for 3 consecutive days</li> </ul>	<ul style="list-style-type: none"> <li><b>Routine Assurance contact</b> between systems and the GM Winter team</li> <li><b>Unify winter reporting;</b> trusts daily &amp; weekly data submission</li> </ul>	<ul style="list-style-type: none"> <li>Produce daily urgent care dashboard to inform the on call team</li> <li>Take part in any telecon with Regional NHSE Team</li> <li>Provide information for Regional / National level as and when required</li> </ul>
<p><b>Level 1</b> Informing local office</p>	<p><b><u>Pressure experienced up to a week</u></b></p> <ul style="list-style-type: none"> <li>Pressure in the local System</li> <li>Local A&amp;E performance under pressure</li> <li>Delayed recovery</li> <li>Weekly performance at risk</li> </ul> <p>CCGs coordinating at a Health economy level</p>	<p><b>Trigger for escalation to Level 2</b></p> <ul style="list-style-type: none"> <li>ED perf vs agreed trajectory failed for 1 week consecutive days</li> </ul>	<p>Routine Assurance contact between systems and the GM Winter team</p> <p><b>Local Liaison;</b> Local A&amp;E Delivery Boards to be able to report on the actions and impacts across their system</p> <p><b><u>level 1 escalation reporting</u></b></p> <p><b>+ Concise weekly update;</b> System leaders to email their A&amp;E Delivery Board issues and actions <b>by cop Friday</b> (starts 31<sup>st</sup> Oct, to be reviewed in March 2017) (Appendix 2)</p>	<ul style="list-style-type: none"> <li>Maintain awareness of system pressures - key issues and actions taking place</li> <li>Inform on call team of the key pressures</li> <li>Produce briefings for any ad-hoc requests from the Regional and National Teams</li> </ul>

All correspondence / reports / briefings to the GM Winter Team should be emailed to [england.gm-winterassurance@nhs.net](mailto:england.gm-winterassurance@nhs.net)

Notification Level	Description	Triggers for escalation	Reporting requirements by CCG	Reporting requirements by GM Winter Team
<p><b>Level 2</b> Escalation to call and requirement for recovery plan</p>	<p>ED perf vs agreed trajectory failed for 1 week – or 5 consecutive days</p>	<p><b><u>Trigger for escalation to Level 3</u></b></p> <ul style="list-style-type: none"> <li>• ED perf vs agreed trajectory failed for 4 weeks OR</li> <li>• Sustained pressure and failure to deliver milestones in the recovery actions</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Routine Assurance</b> contact between systems and the GM Winter team</li> <li>• <b>Local Liaison</b>; Local A&amp;E Delivery Boards to be able to report on the actions and impacts across their system</li> <li>• <b>System leaders</b> to email their A&amp;E Delivery Board weekly exception report by noon each Friday</li> </ul> <p><b><u>+ Level 2 escalation reporting</u></b></p> <ul style="list-style-type: none"> <li>• <b>Weekly call – Affected System leaders</b> invited to participate in a weekly GM winter call.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain awareness of system pressures - key issues and actions taking place</li> <li>• Inform on call team of the key pressures</li> <li>• Produce briefings for any ad-hoc requests from the Regional and National Teams</li> <li>• Briefing to the UEC Task Force on systems at Level 2</li> <li>• GM Winter Team to chair t/c</li> </ul>

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Notification Level	Description	Triggers	Reporting requirements by CCG	Reporting requirements by LGM Team
<p><b>Stage 3</b> Escalation to UEC Task Force face to face</p>	<p><b>ED perf vs agreed trajectory failed for 4 weeks</b></p> <p><b>Sustained pressure and failure to deliver milestones in the recovery plan</b></p>	<p><b>Escalation to level 4 will be a national NHS E decision, but made in dialogue with GMHSCP in light of the devolution agreement.</b></p>	<ul style="list-style-type: none"> <li>• Routine Assurance contact between systems and the GM Winter team</li> <li>• Local Liaison; Local A&amp;E Delivery Boards to be able to report on the actions and impacts across their system</li> <li>• System leaders to email their A&amp;E Delivery Board weekly exception report by noon each Friday</li> <li>• Weekly call; System leaders to participate in a weekly GM assurance call with the GM Winter team</li> </ul> <p><b>+ Stage 3 escalation reporting</b> <b>Face to face meeting; Face to face meeting;</b> local UEC Task Force chair system discussion and action setting to ensure safe systems</p>	<ul style="list-style-type: none"> <li>• Maintain awareness of system pressures - key issues and actions taking place</li> <li>• Inform on call team of the key pressures</li> <li>• Produce briefings for any ad-hoc requests from the Regional and National Teams</li> <li>• Briefing to the UEC Task Force on systems at Level 2</li> <li>• GM Winter Team to chair t/c</li> <li>• GM UEC Task Force to chair meetings</li> </ul>

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## Appendix 2 - Concise Winter weekly update (due by close of play Friday every week)

SRG/HEALTH ECONOMY UPDATE				
Health economy	Contributor	Key update areas (on an exception basis)	Issues / comments	Escalation Level
<p><u>Xxxxxxx</u></p> <ul style="list-style-type: none"> <li>Acute trust</li> <li>Community</li> <li>Mental health</li> <li>Social services</li> <li>NWAS</li> </ul>		<p><b><u>AE position</u></b></p> <ul style="list-style-type: none"> <li>Last week</li> <li>Current week to date</li> </ul> <p>Staff Uptake on Flu Vacc %</p> <p><u>Pre hospital</u></p> <ul style="list-style-type: none"> <li>Primary care/OOH's/nursing &amp; residential homes</li> </ul> <p><u>Flow within the hospital</u></p> <ul style="list-style-type: none"> <li>Handover delays – NWAS</li> <li><i>Demand</i> - Attendances, admissions, acuity, A &amp; E waiting times</li> <li><i>Capacity</i> - Beds- ITU capacity, staffing issues, other service Issues, Noro virus, medical outliers</li> <li>Cancelled Electives</li> </ul> <p><u>Discharge and post hospital</u></p> <ul style="list-style-type: none"> <li>Patients awaiting discharge</li> <li>Social care &amp; community input</li> <li>Repatriation &lt;&gt; 48 hrs</li> <li>Community beds</li> </ul>	<p><b><u>AE position</u></b></p> <ul style="list-style-type: none"> <li></li> </ul> <p><u>Pre hospital</u></p> <ul style="list-style-type: none"> <li></li> </ul> <p><u>Flow within the hospital</u></p> <ul style="list-style-type: none"> <li></li> </ul> <p><u>Discharge and post hospital</u></p> <ul style="list-style-type: none"> <li></li> </ul>	

CONFIRMATION OF THE CURRENT LEVEL OF ESCALATION: Just as a reminder we are following common escalation levels, which are:

- Business as Usual : Capacity and Demand fluctuations are manageable within organisations
- Level 1: ED perf vs agreed trajectory failed for 3 consecutive days
- Level 2: ED perf vs agreed trajectory failed for c.1 week (5 consecutive days)
- Level 3: ED perf vs agreed trajectory failed for c.4 weeks (Sustained pressure or failure to meet milestones in Action Plan)
- Level 4: Escalated nationally

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### Appendix 3 – Winter weekly exception report (due at 12pm on Friday of the following week, at and above Level 2)

**Note - This proforma is to be used for exception reporting for any week at Level 2 or above: On completion the pro-forma should be sent to [england.gm-winterassurance@nhs.net](mailto:england.gm-winterassurance@nhs.net) by 12pm Friday of the following week.**

<b>1 A&amp;E Delivery Board name:</b>			<b>2 Completed by:</b>				
2 Date	Performance		A&E attendances Emergency	Total admissions from Medical Specialties		Total discharges from Medical Specialties	
	% within 4 hours	number of delayed handovers		Elective	Emergency	Elective	Emergency
xx/xx/xxxx							
xx/xx/xxxx							
xx/xx/xxxx							
xx/xx/xxxx							
xx/xx/xxxx							
xx/xx/xxxx							
xx/xx/xxxx							
<b>Total</b>							
Reason For Breach			Numbers		Comment		
Waiting for bed							
Waiting for transport							
Waiting for portering							
Waiting for specialist opinion							
Waiting for treatment							
Waiting for diagnostic							
Waiting for first assessment							
Delayed handover							
Delay in A&E Review							
Unknown – Records Unavailable							
<b>Total</b>							

**3 Details of circumstances/issues leading to present under-achievement of emergency access target.**

**4 Details of further action/improvement to be taken in view of present performance.**

Short-term actions taken:

- 

Medium-term actions:

- 

**5 Extra information**

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## Appendix 4 – GM Winter notification, reporting and communications process one page summary

Escalation Level	
Business as Usual	<ul style="list-style-type: none"> <li>• <b>Unify winter reporting</b>; trusts standing winter data submissions</li> </ul>
<b>Stage 1</b> Informing local office  <u>Pressure experienced up to a week</u>	<p><b>ED failed for 3 days</b></p> <ul style="list-style-type: none"> <li>• <b>Unify winter reporting</b>; trusts standing winter data submissions</li> </ul> <p><b>Plus</b></p> <ul style="list-style-type: none"> <li>• <b>Weekly email update</b>; A&amp;E Delivery Board leaders to update the GM Winter team of the current position &amp; actions (until the position recovers), <u>due by the Friday 1200 each week</u></li> </ul>
<b>Stage 2</b> Escalation to call and requirement for recovery plan  <u>Pressure experienced for 4 weeks</u>	<p><b>ED failed for up to 1 week</b></p> <ul style="list-style-type: none"> <li>• Unify winter reporting; trusts standing winter data submissions</li> <li>• Weekly email update; A&amp;E Delivery Board leaders to update the GM Winter team of the current position &amp; actions (until the position recovers), due by the Friday 1200 each week</li> </ul> <p><b>Plus</b></p> <ul style="list-style-type: none"> <li>• <b>Weekly call</b>; System leaders to participate in a weekly GM assurance call with the A&amp;D manager.</li> <li>• <b>Action Plan</b> shared with GM Winter Team</li> </ul>
<b>Stage 3</b> Escalation to local tripartite face to face  <u>Sustained pressure and failure to deliver milestones in the recovery plan</u>	<p><b>ED perf failed overall for 4 weeks or sustained pressure and failure to meet Action Plan milestones</b></p> <ul style="list-style-type: none"> <li>• Unify winter reporting; trusts standing winter data submissions</li> <li>• Weekly email update; A&amp;E Delivery Board leaders to update the GM Winter team of the current position &amp; actions (until the position recovers), due by noon on Friday each week</li> <li>• Weekly call; System leaders to participate in a weekly GM assurance call with the GM Winter team.</li> </ul> <p><b>Plus</b></p> <ul style="list-style-type: none"> <li>• <b>Face to face meeting</b>; UEC Task Force escalation</li> </ul>

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