

To: • UEC Tier 1 ICB:
– chief executives
– chairs

NHS England
Wellington House
133-155 Waterloo Road
London
SE1 8UG

cc. • NHS England regional directors

10 May 2023

Dear colleagues,

RE: UEC Tier 1 and Improvement Support

The delivery plan for recovering urgent and emergency care published in January 2023 set clear aims to deliver a health system that provides more and better care in people's homes, gets ambulances to people more quickly when they need them, sees people faster when they go to hospital and helps people safely leave hospital having received the care they need.

Ultimately, we want everyone to get the very best integrated urgent and emergency care, but we will particularly raise standards of quality and safety for the most vulnerable patients and their families, including older people living with frailty, children and young people, people with disabilities and people with mental health needs.

Within the plan, two key targets were set for 23/24:

- Patients being seen more quickly in emergency departments: with the ambition to improve to 76% of patients being admitted, transferred or discharged within four hours by March 2024, with further improvement in 2024/25.
- Ambulances getting to patients quicker: with improved ambulance response times for Category 2 incidents to 30 minutes on average over 2023/24, with further improvement in 2024/25 towards pre-pandemic levels.

To support implementation of the plan, NHS England will be working with regions and systems to provide bespoke support to improve services for patients.

As part of the UEC improvement approach, each system has been allocated into one of three tiers, which will determine the level of improvement support and oversight. Allocation of systems into tiers has been regionally led, based on local insight and performance, and evidenced by data. Based on this methodology and discussions with the North West region, your system, Cheshire and Merseyside ICB, has been allocated to Tier 1.

As a Tier 1 system, you will receive the highest level of support to help achieve these ambitions with a tailor-made approach depending on the changes required and the most appropriate improvement approach.

The initial stage of improvement support will be a system-wide 'diagnostic' which will include conversations with the ICS, providers and region, support tools from EECIST and GIRFT, and wider national/regional improvement resources. Through this, current performance and previous assessments, plans will be analysed, initial value adding activities will be identified and a full improvement plan will be agreed. Each system will have differing challenges and opportunities and therefore it will be important to create a solution that is fit for purpose for your system.

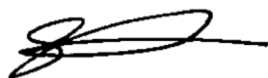
Examples of support that we will provide through this process include:

- **Self-assessment framework and maturity indices** – You will lead this process to assess the services that you provide and identify opportunities for improvement. Support will be provided to you including Improvement/EECIST/GIRFT-style support for problem identification.
- **Best practice standards, guidance and case studies** – to guide all systems to deliver high-quality care and services and making subject matter experts available to provide guidance and peer support.
- **Support and oversight from the national iUEC team** – to provide advice and expertise on operational and clinical leadership. This will include the National Delivery Advisors associated with each workstream of the UEC Recovery Plan, members of the national UEC senior leadership team and the national improvement teams. The role of these people will be to support the system and to hold them to account for the jointly agreed improvement plan.

We know you are focused on delivering the ambitions outlined in the delivery plan for recovering urgent and emergency care and we look forward to supporting you in achieving these goals.

We will be arranging a call for Friday 12th May to discuss the support we will provide in more detail and explain more about how we can work together to deliver the UEC Recovery Plan.

Yours sincerely,



Sarah-Jane Marsh
National Director of Urgent and Emergency
Care and Deputy Chief Operating Officer
NHS England



Dr Vin Diwakar
Medical Director for Secondary Care and
Transformation
NHS England

Annex 1 – list of tier 1 systems

Region	ICB
South West	Cornwall and the Isles of Scilly ICB
South West	Devon ICB
London	North East London ICB
South East	Kent and Medway ICB
North West	Cheshire and Merseyside ICB
North West	Greater Manchester ICB
East of England	NHS Norfolk And Waveney ICB
South West	South West Ambulance Service