

## **Cover Sheet**

**Trust Board Meeting in Public: Wednesday 21 January 2026**

**TB2025.13**

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**Title:**                **Urgent and Emergency Care Oxfordshire System Dashboard**

**Status:**            **For Discussion**

**History:**          **N/A**

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**Board Lead:**    **Chief Operating Officer**

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**Confidential:**    **No**

**Key Purpose:**   **Assurance and Performance**

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## Summary

- The Urgent and Emergency Care (UEC) Oxfordshire System Dashboard illustrates, in a consolidated format, the relative performance of 75 indicators relating to Urgent and Emergency Care across the areas of:
  - Admissions avoidance schemes
  - Ambulance arrivals and turnaround times
  - In-hospital performance
  - Discharges performance
  - Emergency Department (ED) performance
- The formatting of the report uses a heat map-based approach to highlight performance for each month relative to performance within the time series. For example, ED performance that is red will be at a level when it is lower than average, and green when above average, within the time period. The heat-map methodology, therefore, does not indicate whether any indicator is achieving target or at a level that meets expectations with respect to quality, efficiency or productivity. The purpose is to highlight visually how clusters of indicators change (improving or deteriorating) relative to other indicators. From this view the dashboard shows the relative importance of the following indicators on ED performance:
  - Referrals into the Urgent Community Response (UCR)
  - Minor Injuries Unit (MIU) and First Aid Units (FAU) referrals
  - Acute Same Day Emergency care (SDEC)
  - Community SDEC
  - Medically Optimised For Discharge (MOFD) total and Average Length of Stay (ALOS)
  - Total discharges from OUH Inpatient wards on pathway 0-3
  - Discharge to Assess (D2A) pathways
- The above list does not highlight statistical significance but may be used to direct further attention to some of the more detailed reports for each area within the accompanying productivity report, as well as other reports produced within the UEC system covering these areas.
- Information is now available for the Primary Care indicators and this is included. Additionally, further forms of analysis using this dashboard are being considered, including statistical significance tests for changes, as well as setting targets for each indicator.
- The report will be updated monthly and shared at the Oxfordshire UEC Board as well as in other performance forums. Following the meeting held in

October, it has been agreed that the dashboard will now form part of the UEC Sitrep pack presented and discussed at the Oxfordshire UEC Board.

**Current Status and Trends:**

- Emergency Department 4- and 12-hour performance has sustained the significant improvement seen earlier in the year and has remained over trajectory during this time period.
- The number of GP surgeries declaring 'red' on the Directory of Services improved in October following the reduction over the summer.
- CARE (crisis care) average length of stay has increased highlighting the complexity of patients in the community and to some extent, the delays in long term care provision.
- Utilisation of admission avoidance pathways has been sustained at a higher-level March through to May across all providers, most notably via Urgent Community Response in latter months.
- OUH continues to exceed its trajectory for average ambulance handover times with very minimal >60 minute and >30-minute handover delays. Further work to improve data quality in this area is required.
- The overall number of patients delayed in OUH has risen over the summer and autumn which is not what we would traditionally expect to see and is a deteriorated picture compared to the same periods in previous years. This has been attributed to several elements including equipment delays, attributed to the unexpected necessity to change provider and the increased volume of very large packages of care. This has also negatively impacted reablement outcomes, therefore, very large packages are now being diverted via an alternative pathway. Referrals into the Transfer of Care Hub are increasing month on month in line with increased attendances at both sites.
- There has however been a gradual reduction in the average length of stay of medically optimised patients over the last two years, with April seeing the lowest average days delay since recording this metric began. This has deteriorated slightly in recent months.
- Positively, fewer patients are discharged from OUH via pathway 3. This also further helps to understand the challenges described in pathway 1.
- OUH's OPEL status has been stable, mainly sitting at OPEL 2.

**Key Focus Areas:**

- Emphasis on addressing the root causes of increased ED attendances and improving admission avoidance strategies from the urgent care community for our populations. Supporting SDEC's with increased attendances.
- Further development of SPA, to include access to SCAS 'stack' for Category 3 and 4 calls.

- Reduction in conveyances from Care Homes and patients attending ED following a fall in the community.

## **Recommendations**

- The Integrated Assurance Committee is asked to:
  - Review the UEC Performance Dashboard and, noting that this will continue to be developed, and that this will be used to provide assurance on system performance in connection with other detailed reports produced or with accompanying narrative.
  - Note that the Oxfordshire UEC Board review the dashboard monthly as part of the system sitrep report.

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System area	Indicator	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25
A&E Performance	A&E 4hr performance (all attendance types)	57.9%	59.8%	63.7%	65.0%	72.2%	71.4%	74.9%	74.0%	78.7%	76.1%	73.1%	69.0%	68.8%	66.7%	72.7%	70.8%	68.4%	75.5%	75.8%	80.0%	82.1%	80.1%	78.6%	78.6%	76.3%
	A&E 4hr performance - Type 1	50.8%	53.2%	57.1%	58.7%	67.3%	66.1%	67.1%	66.6%	72.1%	69.1%	65.3%	59.9%	59.6%	57.0%	63.9%	61.9%	59.8%	66.1%	66.3%	72.8%	75.4%	73.4%	71.1%	71.8%	68.0%
	A&E 4hr performance - Paed's Type 1	56.5%	62.5%	66.0%	70.0%	70.2%	74.4%	74.4%	74.8%	80.8%	81.5%	74.9%	69.0%	62.1%	63.7%	74.2%	74.8%	71.9%	76.9%	75.9%	79.9%	84.2%	81.0%	75.1%	75.2%	70.2%
	A&E 4hr performance - Day (8am to 5pm)	62.8%	63.2%	68.5%	70.3%	76.3%	76.3%	79.1%	79.0%	81.6%	80.2%	76.8%	73.2%	72.3%	69.9%	74.2%	72.9%	71.1%	76.7%	77.7%	80.6%	82.3%	79.5%	78.5%	79.4%	75.9%
	A&E 4hr performance - Night (5pm to 8am)	42.1%	47.3%	49.4%	50.6%	61.2%	58.9%	58.8%	57.7%	65.3%	60.9%	56.5%	49.9%	49.7%	47.6%	56.2%	53.3%	50.9%	57.8%	57.8%	66.8%	70.5%	68.7%	65.5%	65.5%	62.0%
	A&E 4hr performance - Weekdays	50.8%	52.7%	57.3%	58.7%	65.8%	66.5%	67.6%	66.1%	71.7%	69.3%	64.9%	60.1%	59.3%	59.7%	63.9%	61.7%	59.8%	66.8%	65.6%	73.5%	75.9%	72.9%	71.9%	72.8%	67.9%
	A&E 4hr performance - Weekends	56.8%	60.3%	63.6%	64.8%	75.4%	69.7%	71.1%	71.8%	77.3%	72.3%	70.8%	65.4%	65.6%	55.8%	69.5%	67.0%	64.3%	68.3%	73.0%	73.5%	77.3%	76.5%	72.3%	71.7%	71.4%
	A&E 12hr performance (all attendance types)	93.0%	92.7%	93.2%	93.7%	95.0%	95.8%	96.2%	96.7%	97.2%	95.7%	90.8%	95.3%	94.6%	94.2%	94.5%	95.1%	96.0%	97.0%	96.7%	98.0%	99.3%	99.3%	98.8%	98.7%	98.4%
	A&E 12hr trolley waits (DTA to admission)	0	3	0	1	1	0	1	0	0	0	0	0	2	0	0	0	3	0	0	0	1	0	3	0	1
Primary care	GP: Number of face-to-face GP appointments (Oxfordshire)	242,564	192,010	246,721	231,534	225,726	228,351	228,052	211,312	230,380	203,888	225,115	314,516	246,551	211,441	250,236	221,129	239,092	224,479	216,784	226,327	240,414	197,288	231,457	314,369	
	GP: Number of telephone GP appointments (Oxfordshire)	142,689	118,213	149,143	138,079	133,200	131,294	129,877	121,373	125,913	114,537	119,303	130,906	122,131	114,433	135,162	121,958	129,016	118,578	116,047	122,989	125,752	104,525	120,914	124,738	
	GP: Total number of GP appointments (Oxfordshire)	400,313	322,554	414,614	385,540	375,839	376,346	374,314	348,223	373,198	334,449	363,531	469,188	390,389	347,049	412,446	365,905	393,182	366,378	357,045	374,413	393,851	325,186	382,006	474,390	
	GP: Number of GP hours at red DoS capacity status (Oxfordshire)	11:46	39:39	18:41	40:53	13:01	9:23	2:57	19:49	86:02	398:58	601:01	793:24	1181:12	1423:47	1322:35	1292:12	1405:54	1546:22	1186:25	1134:43	1143:36	463:38	281:23	71:21	
Admission avoidance	Hospital @Home - new admissions	346	507	620	454	393	388	423	408	417	359	384	407	343	414	413	348	372	372	353	389	395	351	352	402	359
	Hospital @Home - beddays consumed	2275	3577	3748	2802	2732	2251	2583	3450	2861	2834	2933	2282	2167	2677	2461	1908	2361	2376	2822	2260	2056	2222	2132	2722	2435
	CARE (crisis care) team - Average LoS (days)													6.4	7.8	7.3	7.3	7.4	7.5	7.8	7.5	7.2	8.8	7.7	9.3	9.5
	CARE (crisis care) team - Total hours provided													1004	1234	1398	1072	1197	1127	1495	1162	955	912	1049	1318	1309
	Community referrals accepted for reablement										65	72	93	76	78	118	93	83	74	80	75	72	66	49	71	62
	Referrals into Urgent Community Response													965	1289	1274	1089	1419	1548	1776	1691	1759	2171	2040	2494	2414
	Home First referrals from bed based settings										519	523	429	400	449	525	466	487	539	456	458	479	404	435	564	726
	Fiennes UCC attendances	1720	1628	1542	1419	1728	1896	1824	1501	1682	1421	1524	1964	1983	2043	2065	1807	1659	1734	1863	1640	1654	1422	1444	1486	1428
	City UCC referrals	1117	1139	1340	1337	1360	1229	1259	1335	1622	1230	1289	1683	1882	1588	1486	1340	1314	1345	1416	1366	1404	1225	1402	1515	1363
	MIU attendances: Total	4208	3672	3969	3973	4645	4389	5137	4407	4817	4647	4627	4517	4184	3726	3979	3733	4865	4753	5289	5239	5277	4731	4975	4541	4235
	MIU attendances: Abingdon	1912	1630	1784	1828	2067	1954	2278	1938	2180	1997	2115	2129	1936	1632	1787	1758	2190	2075	2319	2311	2315	2025	2163	2056	1984
	MIU attendances: Henley	870	743	830	748	958	894	1040	924	997	1024	967	903	827	797	792	701	1005	981	1093	1134	1108	1061	1109	1042	906
	MIU attendances: Witney	1318	1229	1267	1288	1490	1395	1612	1375	1517	1458	1416	1341	1326	1187	1292	1180	1534	1539	1706	1627	1676	1494	1552	1443	1345
	FAU attendances: Total													249	270	366	363	474	533	529	397	425	388	367	380	352
	FAU attendances: Bicester	108	70	88	109	130	146	207	153	123	168	129	144	95	110	108	94	136	158	171	167	178	151	151	131	130
	FAU attendances: Chipping Norton						27	42	24	27	29	21	33	44	78	139	142	185	220	198	70	97	94	87	94	93
	FAU attendances: Wallingford													110	82	119	127	153	155	160	160	150	143	129	155	129
	Acute SDEC: Total						3325	3583	3334	3485	3246	3384	3843	3333	3379	3557	3140	3592	3460	3337	3278	3302	3154	3338	3643	3410
	Acute SDEC: H-WD Rowan AU	453	414	466	447	505	500	543	472	516	449	470	578	512	485	522	493	531	507	482	471	456	450	488	504	447
	Acute SDEC: J-WD AAU	1761	1668	1742	1592	1669	1616	1700	1604	1618	1583	1603	1808	1559	1634	1671	1514	1666	1665	1666	1491	1482	1514	1521	1669	1544
	Acute SDEC: J-WD SEU triage	875	833	940	907	921	861	961	895	971	897	953	1011	895	885	968	780	986	940	902	983	1030	965	1010	1100	1026
	Acute SDEC: J-WD Child CDU	272	262	269	259	266	264	299	257	283	241	267	327	266	270	293	258	328	272	220	236	253	180	261	292	306
	Acute SDEC: H-WD Childrens						84	80	106	97	76	91	119	101	105	103	95	81	76	67	97	81	45	58	78	87
	Acute SDEC Specialty: C-WD OncH triage	240	220	246	206	212	192	208	213	232	235	199	233	229	228	237	215	233	239	212	192	221	234	238	225	203
	Acute SDEC Specialty: C-WD UroTriage	226	193	226	189	215	211	229	205	237	277	203	233	256	239	265	246	280	272	247	247	231	218	246	233	223
	Acute SDEC Specialty: C-WD GPRU	78	88	87	87	85	103	76	89	84	99	78	81	110	93	97	88	82	108	102	88	91	92	94	96	93
	Acute SDEC Specialty: J-WD Gyn Triage	316	320	359	326	386	344	320	312	380	336	326	296	266	266	347	254	282	330	317	299	338	317	308	319	296
	Acute SDEC Specialty: J-WD Maty AU	355	371	366	374	392	357	400	371	369	353	388	431	378	422	414	384	431	355	371	362	412	379	373	421	408
	Community SDEC: Total	274	259	311	323	286	303	217	263	277	234	237	289	328	328	311	253	313	302	318	319	349	276	322	357	356
	Community SDEC: Abingdon EMU	118	107	140	128	124	108	87	90	123	89	98	110	119	130	116	91	131	108	116	132	143	112	119	156	125
	Community SDEC: Witney EMU	86	97	103	122	109	128	87	107	97	51	84	101	140	131	124	102	124	115	144	121	144	108	137	122	158
	Community SDEC: RACU	70	55	68	73	53	67	43	66	57	94	55	78	69	67	71	60	58	79	58	66	62	56	66	79	73

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System area	Indicator	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25
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	A&E 12hr performance (all attendance types)	93.0%	92.7%	93.2%	93.7%	95.0%	95.8%	96.2%	96.7%	97.2%	95.7%	95.8%	95.3%	94.6%	94.2%	94.5%	95.1%	96.0%	97.0%	96.7%	98.0%	99.3%	99.3%	98.8%	98.7%	98.4%
A&E 12hr trolley waits (DTA to admission)	0	3	0	1	1	0	1	0	0	0	0	0	0	2	0	0	0	3	0	0	0	1	0	3	0	1
Ambulance	OUH Percentage of ambulances with turnaround time >30 minutes	10.9%	11.6%	10.9%	10.9%	8.9%	7.8%	7.9%	7.39%	6.9%	8.5%	7.5%	10.7%	11.7%	10.5%	9.6%	8.3%	6.8%	5.6%	6.4%	4.7%	5.0%	5.0%	5.2%	5.6%	
	OUH Percentage of ambulances with turnaround time >60 minutes	1.1%	1.4%	1.0%	1.3%	0.7%	0.4%	0.8%	0.81%	0.5%	0.8%	0.5%	1.1%	1.3%	0.8%	0.5%	0.5%	0.8%	0.2%	0.5%	0.2%	0.3%	0.2%	0.2%	0.3%	
	OUH average ambulance handover time (h:mm:ss)	0:19:27	0:19:54	0:19:47	0:19:09	0:18:39	0:17:46	0:18:07	0:17:48	0:17:14	0:17:59	0:18:24	0:19:13	0:19:53	0:20:07	0:19:23	0:18:17	0:17:28	0:17:14	0:17:16	0:16:48	0:17:10	0:16:53	0:17:00	0:17:24	
	In hospital	OUH G&A bed occupancy	96.5%	94.9%	95.7%	95.5%	95.7%	95.2%	92.7%	93.1%	93.95%	92.52%	93.39%	94.10%	94.68%	93.83%	94.95%	95.11%	94.00%	93.48%	92.45%	90.90%	92.42%	93.04%	94.16%	93.29%
In hospital	OUH A&S while Medically Fit for Discharge (MOFD)	6.1	5.9	7.1	8.2	6.7	6.7	6.3	7.0	5.7	5.8	6.4	6.1	5.4	5.7	6.5	6.2	5.5	4.8	5.6	5.6	5.9	6.2	6.5	5.5	5.7
	OUH Average number of MOFD patients per day	96	104	120	125	95	98	96	91	87	90	92	99	90	113	121	99	90	90	104	106	105	108	113	104	105
	Community Hospitals: Average number of MOFD patients per day	20	12	14	23	27	28	27	21	29	29	28	23	21	23	22	18	19	20	24	24	23	23	29	21	18
	Discharge	Percentage of patients discharged before 12:00	17.7%	18.2%	18.3%	17.4%	16.4%	15.7%	17.4%	17.1%	17.00%	17.03%	15.76%	17.01%	16.71%	17.90%	18.70%	18.05%	17.31%	17.39%	17.36%	16.78%	17.84%	16.76%	16.86%	18.11%
Percentage of patients discharged before 17:00		60.3%	60.4%	60.9%	61.9%	60.5%	58.8%	59.6%	58.3%	60.38%	57.97%	56.79%	60.92%	59.56%	60.13%	60.72%	61.01%	60.85%	58.28%	58.72%	58.08%	59.52%	58.98%	58.51%	60.21%	60.29%
Total discharges from OUH inpatient wards: Pathway 0		5130	4930	4628	4260	4743	4425	4811	4726	4916	4839	4690	5048	5009	4666	4652	4131	4802	4707	4772	4782	4860	4607	4694	5069	4766
Total discharges from OUH inpatient wards: Pathway 1		328	298	333	237	293	273	278	254	259	291	246	299	267	265	314	252	297	303	303	294	308	275	275	301	264
Total discharges from OUH inpatient wards: Pathway 2		230	225	214	215	217	186	226	212	207	199	195	223	192	213	228	220	234	222	174	165	183	155	187	165	152
Total discharges from OUH inpatient wards: Pathway 3		155	159	166	169	168	174	138	123	108	95	130	123	97	84	29	32	28	34	31	51	54	50	33	38	23
Percentage of OUH patients aged 18+ discharged on pathway 0 or 1		91.0%	90.7%	90.7%	90.4%	90.8%	91.1%	91.4%	92.0%	92.90%	93.30%	92.03%	92.36%	93.51%	92.48%	92.67%	92.81%	93.55%	93.05%	93.45%	93.20%	92.62%	93.29%	92.76%	93.38%	93.98%
Reablement outcomes: % Independent												86%	84%	91%	84%	86%	86%	85%	80%	84%	84%	85%	81%	82%	71%	79%
JR: Days at OPEL 1		0	3	0	3	2	10	7	10	11	8	3	2	2	3	3	3	4	5	3	16	11	9	5	7	6
JR: Days at OPEL 2		12	4	0	6	11	6	14	12	9	13	9	9	5	8	10	10	18	16	17	14	16	19	23	22	19
JR: Days at OPEL 3		16	21	21	20	18	14	10	8	11	10	18	20	23	20	18	15	9	9	11	0	4	3	2	2	5
JR: Days at OPEL 4		2	3	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HH: Days at OPEL 1		2	4	6	12	13	10	24	24	24	28	24	22	19	9	14	16	19	20	24	30	29	27	24	27	11
HH: Days at OPEL 2		10	4	7	4	8	7	5	5	4	3	5	7	7	9	11	6	9	9	7	0	2	4	6	3	13
HH: Days at OPEL 3		15	19	9	13	10	13	2	1	3	0	1	2	4	13	5	6	3	1	0	0	0	0	0	1	6
HH: Days at OPEL 4		3	4	9	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0

The formatting of the report uses a heat mat-based approach to highlight performance for each month relative to performance within the time series. For example, ED performance that is red will be at a level when it is lower than average and green when above average, within the time period. This heat-map methodology, therefore, does not indicate whether any indicator is achieving target or at a level that meets expectations with respect to quality, efficiency or productivity. The purpose is to highlight visually how clusters of indicators change (improving or deteriorating) relative to other indicators. From this view the dashboard shows the relative importance of the following indicators on ED performance: We are committed to ensuring that this report provides assurance and forms part of the Oxfordshire UEC System Sitrep pack