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Performance
and Improvement

Right care, right place, first time

Six Goals for Urgent and Emergency Care National Programme

Health Board Delivery Plan: 2026-27



Health Board: Choose an item.

Date of Submission: Click or tap to enter a date.



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Completion Guidance

The Six Goals Health Board Delivery Plan is an annual planning document that sets out the workstreams the Health Board are committed to delivering, to meet the National programme objectives and Ministerial priorities for the upcoming year.

The content of the plan will be used to assess and approve the funding allocation and will be used to monitor delivery progress.

The plan is aligned with the wider IMTP Planning Cycle and as such the agreed Six Goals deliverables will form part of the Health Board final IMTP submission.

To support the timely completion of the document the Six Goals National Programme Team propose the following activities with the Health Boards in the first part of 2026:

Description	Provisional Dates
National Programme Leads Meeting - Focus on plan development	18 th January 2026
Health Board 1st Draft Plan Submission due	6 th February 2026
National Programme to review / feedback 1st Draft Plan	w/c 9 th February 2026
HB to WG: Accountable Officer Letter (if appropriate)	13 th February 2026
National Programme Leads Meeting - Feedback / plan development	w/c 16 th February 2026
Six Goals Planning Cycle; HB Review Session – HB Exec/Clinical Leads to present draft Plans to National Team & Welsh Government	To be confirmed
HB to WG: Confirmation - ability to agree LTAs & plans for commissioned and provider services	27 th February 2026
National Programme support available to review / feedback as required	2 nd - 13 th March 2026
National Programme Leads Meeting - Focus Session on Final Plan	w/c 23 rd March 2026
Health Board Delivery Plan - Final Submission	w/c 30 th March 2026
HB to WG: Final approved IMTP submission, Ministerial templates, MDS, finance templates.	By 31 st March 2026
National Programme Board - Health Board Funding Approval	May 2026



Key Achievements 2025/26

Use this section to provide a high-level summary of your key achievements 2025/26:

Ministerial Priority	Please provide high level summary of Key Achievements
UEC1: Implement effective Community Based Falls Response Services	
UEC2: Implement a robust 'Single Point of Access' (SPOA) for urgent and emergency care	
UEC3: Implement an Acute Front Door Frailty Service at all acute hospitals	
UEC4: Implement the Welsh Health Circular - Ambulance Patient Handover Guidance	<i>Please include: Hospital Pressures Plans (ED improvements/GIRFT recommendations), High Intensity Services Users (HISU), E-Triage</i>
UEC5: Implement actions described in the Optimal Hospital Flow Framework	<i>Please include: Flow Champions, Preventing deconditioning, D2RA, Trusted Assessor (TA), Pathway of Care Delays (POCD) and Red2Green</i>
Additional information	<i>Please provide any additional information as appropriate</i>



Ministerial Priorities 2026/27

The Ministerial Priorities for delivery by the National Programme for 2025-26 can be further described as follows, setting out the purpose, scope and anticipated impact of implementing each Framework:

UEC 1
(26/27)

Implement the Community-Based Falls Response Framework

deliver, as a minimum, all principles set out in the six goals for urgent and emergency care programme community-based falls response framework and, in support, implement a focus on prevention and early intervention in line with the policy statement on population health management

UEC 2
(26/27)

Implement the 'Single Point of Access' (SPoA) Framework to deliver, as a minimum, all principles set out in the six goals for urgent and emergency care programme single point of access (SPOA) framework to ensure people with urgent care needs receive timely and appropriate support, minimising unnecessary escalation to emergency ambulance conveyance or hospital admission.

Prioritise tailored interventions for frail and older adults, scaling up "call before convey" as a business-as-usual model and referrals to community nursing services enabling urgent response. Strengthen integration with key system partners, including WAST and Local Authorities, to deliver coordinated and effective care across the urgent care pathway.

UEC 3
(26/27)

Implement the Acute Front Door Frailty Service (AFS) Framework -

Deliver medical same day emergency care (SDEC) and acute frailty services at the front door of hospitals in line with all principles set out in national SDEC policy and strategy documents, and the six goals for urgent and emergency care programme Front Door Acute Frailty Service (AFS) Framework for Acute Hospitals.

UEC 4
(26/27)

Ambulance Patient Handover (H45)

Through effective streaming of patients on arrival at the front door allied to a focus on safe, efficient and early discharges, deliver all ambulance patient handovers within a maximum of 45 minutes, aiming for achievement of >90% in 15 minutes by the end of 2026/2027

UEC 5
(26/27)

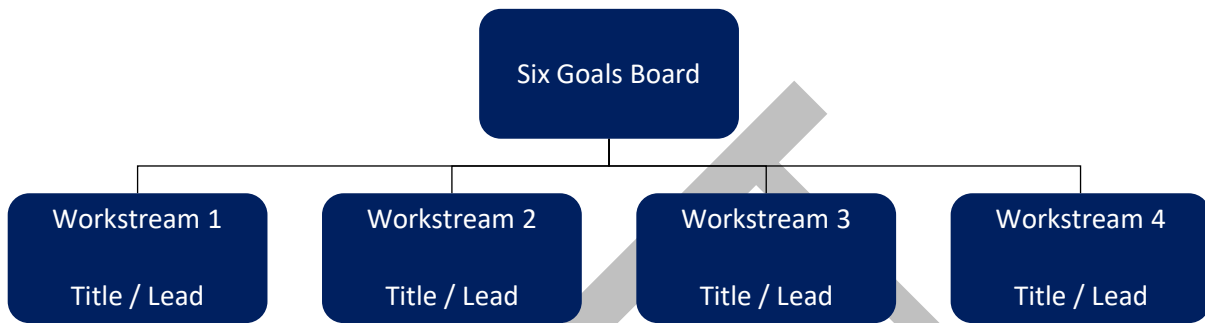
Implement the Optimal Hospital Flow Framework

Deliver, as a minimum, all principles set out in the six goals for urgent and emergency care programme Optimal Hospital Flow Framework with a focus on 7-day working with leaner acute hospital processes and more efficient discharge transport services to facilitate earlier discharges and increasing weekend discharges



Six Goals Programme / Governance Infrastructure

Use this section to demonstrate your Programme / Governance Structure and associated leadership - *include your Six Goals Programme Board and substructure (please see illustrative example below).*



Six Goals Role	Name	Role Title
Executive Lead / SRO		
Programme Lead(s)		
Clinical Lead(s)		
Workstream / Goal Lead(s)		



Financial Summary 2026-27

You will be required to submit your Detailed Financial Plan as part of the existing financial governance arrangements.

Please provide a high-level summary here, setting out how you will allocate your Six Goals funding to deliver each of the Ministerial Priorities/enabling actions, in addition to any other available funding sources.

Ministerial Priority	Workstream(s)	Core Six Goals Funding Allocation	Regional Integrated Fund Allocation	Other Funding Allocation
UEC 1	Implement the Community Based Falls Response Framework			
UEC 2	Implement the 'Single Point of Access' (SPOA) Framework			
UEC 3	Implement an Acute Front Door Frailty Service (AFS) Framework			
UEC 4	Ambulance Patient Handover (H45)			
UEC 5	Implement the Optimal Hospital Flow Framework			
Other	Local Six Goals Programme Team	£160,000		
Total		£2.7m **		

**** Total available Six Goals Funding for 2026/27**



Plans on a Page 2026-27

UEC1: Implement the Community-Based Falls Response Framework - Deliver, as a minimum, all principles set out in the six goals for urgent and emergency care programme community-based falls response framework and, in support, implement a focus on prevention and early intervention in line with the policy statement on population health management.

Workstreams: Title & Overview <i>Please provide a high-level overview of what Workstreams / Projects / Activities you will be delivering to achieve the Ministerial priority</i>	Key Quarterly Deliverables			
	Q1	Q2	Q3	Q4
Risks to Delivery	Mitigations			
<i>What are your key risks</i>	<i>What are your mitigations & contingencies</i>			



UEC2: Implement the ‘Single Point of Access’ (SPoA) Framework - Deliver, as a minimum, all principles set out in the six goals for urgent and emergency care programme single point of access (SPOA) framework to ensure people with urgent care needs receive timely and appropriate support, minimising unnecessary escalation to emergency ambulance conveyance or hospital admission.

Workstreams: Title & Overview <i>Please provide a high-level overview of what Workstreams / Projects / Activities you will be delivering to achieve the Ministerial priority</i>	Key Quarterly Deliverables			
	Q1	Q2	Q3	Q4
Risks to Delivery	Mitigations			
<i>What are your key risks</i>	<i>What are your mitigations & contingencies</i>			



UEC3: Implement the Acute Front Door Frailty Service (AFS) Framework - Deliver medical same day emergency care (SDEC) and acute frailty services at the front door of hospitals in line with all principles set out in national SDEC policy and strategy documents, and the six goals for urgent and emergency care programme Front Door Acute Frailty Service (AFS) Framework for Acute Hospitals.

Workstreams: Title & Overview <i>Please provide a high-level overview of what Workstreams / Projects / Activities you will be delivering to achieve the Ministerial priority</i>	Key Quarterly Deliverables			
	Q1	Q2	Q3	Q4
Risks to Delivery	Mitigations			
<i>What are your key risks</i>	<i>What are your mitigations & contingencies</i>			



UEC4: Ambulance Patient Handover (H45) - Through effective streaming of patients on arrival at the front door allied to a focus on safe, efficient and early discharges, deliver all ambulance patient handovers within a maximum of 45 minutes, aiming for achievement of >90% in 15 minutes by the end of 2026/2027

Workstreams: Title & Overview	Key Quarterly Deliverables			
<i>Please provide a high-level overview of what Workstreams / Projects / Activities you will be delivering to achieve the Ministerial priority</i>	Q1	Q2	Q3	Q4
<i>Please include: UEC System Pressures Plan (ED improvements/GIRFT recommendations, MAG), High Intensity Services Users (HISU), E-Triage</i>				
Risks to Delivery	Mitigations			
<i>What are your key risks</i>	<i>What are your mitigations & contingencies</i>			



UEC5: Implement the Optimal Hospital Flow Framework - Deliver, as a minimum, all principles set out in the six goals for urgent and emergency care programme Optimal Hospital Flow Framework with a focus on 7-day working with leaner acute hospital processes and more efficient discharge transport services to facilitate earlier discharges and increasing weekend discharges.

Workstreams: Title & Overview <i>Please provide a high-level overview of what Workstreams / Projects / Activities you will be delivering to achieve the Ministerial priority</i>	Key Quarterly Deliverables			
	Q1	Q2	Q3	Q4
<i>For example: Flow Champions, Preventing deconditioning, D2RA, Trusted Assessor (TA), Pathway of Care Delays (POCD) and Red2Green</i>				



Workstreams: Title & Overview <i>Please provide a high-level overview of what Workstreams / Projects / Activities you will be delivering to achieve the Ministerial priority</i>	Key Quarterly Deliverables			
	Q1	Q2	Q3	Q4
Risks to Delivery	Mitigations			
<i>What are your key risks</i>	<i>What are your mitigations & contingencies</i>			