Deep Dive – A & E 4 Hour Target

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Item 10.3, Public Board meeting
27 September 2017
Overview

1) Background
2) Achievements
3) 4 Hour Performance
4) STF Trajectory
5) 4 Hour Action Plan & Workforce Plan
6) Ambulance Handovers
7) Honiton Minor Injury Unit
8) Summary
9) Discussion
Background

- "Front door" – care for acutely ill and injured patients
- All ages, all conditions
- Large multi-disciplinary team working 24/7
- 97,440 patients in 2016/17 (22,807 children)
- Sustained growth, environmental constraints
Background

• We care about care
• Department rated as outstanding following 2016 CQC inspection
• Research focussed
• Close working with partner organisations

<table>
<thead>
<tr>
<th>Category</th>
<th>Score</th>
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<tbody>
<tr>
<td>Safe</td>
<td>Good</td>
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<tr>
<td>Effective</td>
<td>Outstanding</td>
</tr>
<tr>
<td>Caring</td>
<td>Outstanding</td>
</tr>
<tr>
<td>Responsive</td>
<td>Good</td>
</tr>
<tr>
<td>Well Lead</td>
<td>Outstanding</td>
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Achievements

- Achievement of Q1 and on track for Q2…
- Good performer comparatively in the Peninsula and nationally
- Established Rapid Assessment and Triage (RAT)
- Full integration of the Psychiatric Liaison Team
- Successful recruitment to medical rotas
- Established primary care streaming model with WIC and Devon Doctors OOH offering
- Development of shared nursing roles, non-traditional roles (e.g. Physiotherapy Practitioners)
4 Hour Performance

Key Challenges to 4 hour performance:
- Increasing attendances
- Inability to Admit for Observation (AFO)
- Mental Health pathway challenges
- Community Urgent and Emergency Care Provision
- Hospital Flow
- Medical Staffing (MG and SHO tiers)
STF Recovery Trajectory

4 Hour Trajectory Targets 2017/18

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Q1 2017/18</td>
<td>92.05%</td>
</tr>
<tr>
<td>Q2 2017/18</td>
<td>90.01%</td>
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<tr>
<td>Q3 2017/18</td>
<td>92.40%</td>
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<tr>
<td>Q4 2017/18 (March 18)</td>
<td>95.00%</td>
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Performance improvement + GP streaming model
## STF - Q1 & Q2 Performance

- Q1 STF trajectory target of 92.053% achieved

<table>
<thead>
<tr>
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<th>Breaches</th>
<th>Attendances</th>
<th>Performance</th>
<th>Breaches in tank</th>
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<tbody>
<tr>
<td>April</td>
<td>723</td>
<td>8,940</td>
<td>91.91%</td>
<td>+12</td>
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<tr>
<td>May</td>
<td>688</td>
<td>9,589</td>
<td>92.83%</td>
<td>-74</td>
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<tr>
<td>June</td>
<td>638</td>
<td>9,418</td>
<td>92.79%</td>
<td>-105</td>
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<tr>
<td>QTD</td>
<td>2,034</td>
<td>27,694</td>
<td>92.65%</td>
<td>-166</td>
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- Q2 STF trajectory target of 90.01% on track

<table>
<thead>
<tr>
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<th>Breaches</th>
<th>Attendances</th>
<th>Performance</th>
<th>Breaches in tank</th>
</tr>
</thead>
<tbody>
<tr>
<td>July</td>
<td>491</td>
<td>9,953</td>
<td>95.07%</td>
<td>-503</td>
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<tr>
<td>August</td>
<td>867</td>
<td>9,411</td>
<td>90.78%</td>
<td>-73</td>
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<tr>
<td>September (to 25th)</td>
<td>736</td>
<td>7,868</td>
<td>90.65%</td>
<td>-50</td>
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<tr>
<td>QTD</td>
<td>2,094</td>
<td>27,232</td>
<td>92.31%</td>
<td>-626</td>
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Action Plan - Aims

- Deliver a safe, effective and sustainable model of care
- To achieve the Trust-wide 4 hour target and STF trajectory
- Monitored through fortnightly internal ED Working Group / Eastern A&E Delivery Board
- Seven key areas with 36 actions…
1) Emergency Department Improvements
Business as usual... Demand vs. Capacity, RAT, Minors, Ambulatory Care, Psychiatry, Safety Barometer, Escalation, See & Treat Twilights, Streaming

2) GP Streaming
Address current service gap, £433k capital spend to enhance existing model of care

3) Environment
ED re-design (FBC), Clinical Decision Unit
Action Plan – Key Interventions

4) Workforce
Medical, Nursing (B7s on nights), Staff Health & Wellbeing

5) Urgent care process improvements (RD&E)
Remove specialty expected patients, specialty response, MTU/SAU/PAU, H@N, Ambulatory Care, Frailty Unit

6) Urgent care system wide improvements
Honiton MIU optimisation, future of locality MIU/WICs, Ambulance Handovers

7) Patient flow
In Hospital Plan, Out of Hospital Plan, 17/18 Clinical Services Plan, East Devon Capacity Plan
Emergency Department: Workforce Plan

Medical
- Development of MSc. posts with University of Exeter
- Development of MG PHEM post (DAAT)
- CESR appointments
- Consultant recruitment

Nurse Practitioners
- 2 new NPs in post
- 2 undertaking training
- NP Consultation (extended scope/hours)
- Development of extended scope roles

July 17
- 9.8/16 SHO posts filled
- 2 wte MG vacancies
- 10 wte consultant rota

August 17 onwards
- 15/16 SHO posts filled
- 1.5wte MG rota
- 12 wte consultant rota (Nov 17)
Emergency Department: Workforce Plan

Nursing

✓ Extension of 24/7 registered uplift allowing for a range of nursing initiatives/flexibility
  • Minors Nurse in Charge (Band 6/7)
  • Second Triage Nurse
  • Treatment Nurse
  • Corridor Nurse

✓ Temporarily increased B7’s, allowing B7’s on nights
✓ New cohort of B6 nurses, targeted development and support (key operational role)
Ambulance Handovers

- Absolute commitment to minimising delays for wider health system – set low trajectory
- Strong working relationships with SWAST
- Historically very good performance, however more challenged in recent months
- Joint Ambulance Handover Action Plan - keys actions for both organisations
Honiton Minor Injury Unit

- Extension until May 2018
- Action plan in place
- Average number of daily attends increasing
  Oct 16: 20
  August 17: 34
- National direction of Urgent Treatment Centres (UTCs)
In summary

• Achievement of Q1 and on-track to achieve Q2 STF trajectory
• Known Q3 & Q4 seasonal performance challenges - however comprehensive 4 hour action plan, which runs across the whole system
• Patient care and clinical outcomes remain a key focus for all teams and underpin all elements of plan
Discussion