

WINTER READY

Michael Kaiser

Programme Director for
Urgent and Emergency Care,
BHRUT & BHR CCGs



BHR Integrated Care Partnership
Better care, better lives, together

Barking, Havering and Redbridge
University Hospitals



NHS Trust



HEADLINES

- Winter is the busiest time for both NHS and social care services
- We started planning earlier than ever this year
- For the first time, we have a single action plan across the whole system
- We are working closely and collaboratively, but the next few months will undoubtedly be difficult
- Lots of advice on staying well and how/where to get help will be on the way
- We'll all be using the national materials from the Stay Well This Winter campaign
- Your support would be hugely valued to spread the word



NATIONAL NEWS EVERY DAY



BHR Integrated Care Partnership
Better care, better lives, together

30p
Britain's first and only concise **quality** newspaper

On Saturday

30p

Christmas wine
Festive recipes

Learn from Martin Scorsese
The director speaks

Winter A&E crisis begins
The essential daily briefing

Inside Hong Kong's ivory trade

Plus PUZZLES GOING OUT • ALL THE WEEKEND

Football Arsenal's victory marred by injuries

Judith Woods Hide the shorts if you want to adopt, Kyle

The Daily Telegraph

George Davis is back, OK

Bed-blocking crisis in NHS as cuts hit care homes

75%

Alexander Expert Immigration Advice 820 896 7121

Brent & Kilburn Times

Find what you want, when you want it using our **SEARCH** tool

News | Sport | Entertainment | What's on | Competitions | Opinion | Lifestyle | Cars | Homes | Jobs

Could you give Patch a home?

Young and old join fight to save library

Save our A&E campaigners take to streets

Stabbed as he planned birthday gift for his father

WE BUY ALL GOLD

Daily Mail Money Mail

Earl Spencer's THIRD bride
(So how long will this one last?)

After damning report on hospital care, legal moves to force patients off wards

ELDERLY FACING EVICTION FROM NHS BEDS

Glitz, but sorry Cheryl, no Brits

INDEPENDENT

NHS chief: Hospitals are bad for old people's health

Obama





KEY FIGURES

Annual Attendances:

KGH 116,585

QH 169,952

BHRUT Total 286,573

Annual Admissions:

KGH 13,511

QH 29,593

BHRUT Total 43,104





BED OCCUPANCY

Based on the six week average prior to Accident & Emergency Department Delivery Board (AEDB) reconfiguration, there were always:

- 20-22 beds occupied by patients that do not need to be in them any longer at KGH (4.5-4.9%)
- 23-27 beds occupied by patients that do not need to be in them any longer at QH (2.4-2.9%)
- 43-49 beds occupied by patients that do not need to be in them any longer across BHRUT (3.1-3.5%)



CHALLENGES VACANCY RATES

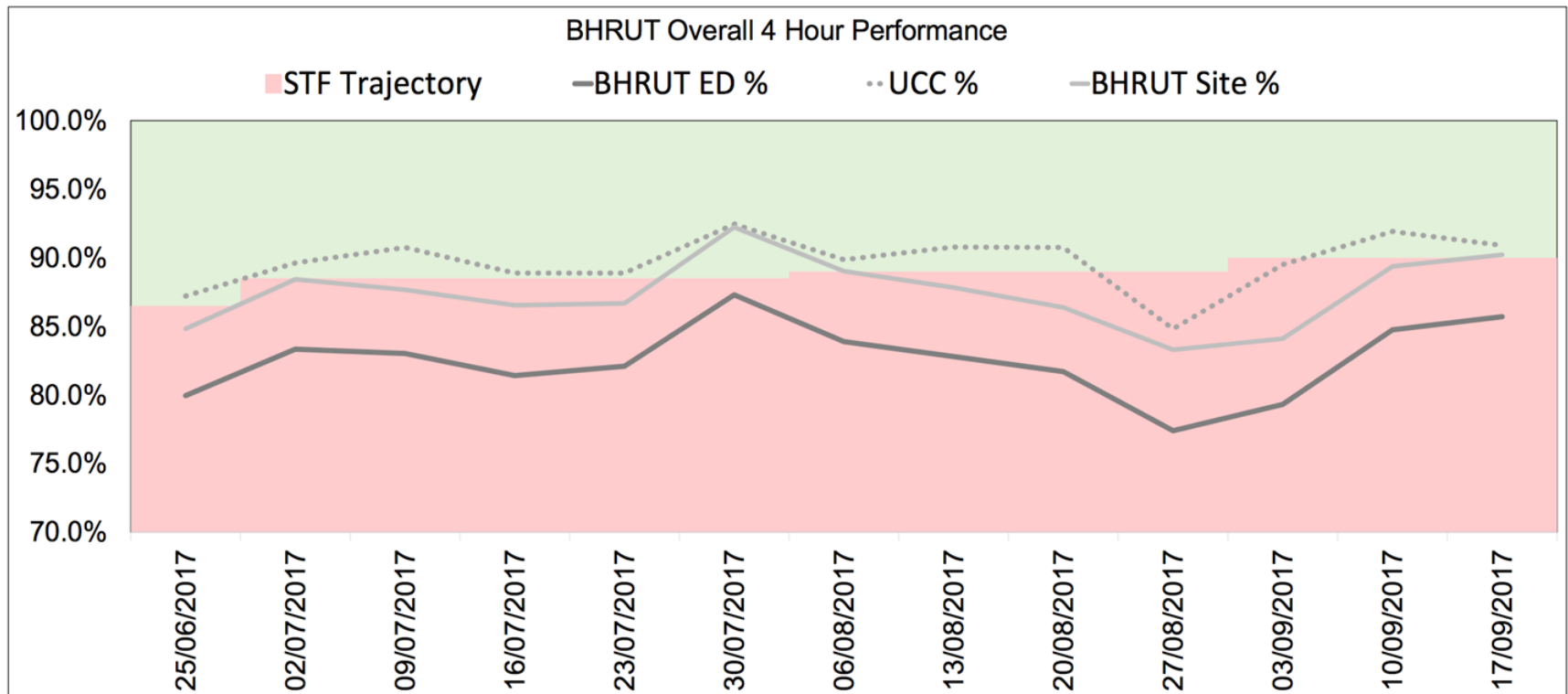
- Doctor vacancy rate is currently 44%
- Nurse vacancy rate is currently 24%
 - Overall picture fragile but improving





FOUR HOUR PERFORMANCE

- Varied performance across two hospitals
- Non-admitted and Type three performance is low



URGENT CARE PATHWAYS



BHR Integrated Care Partnership
Better care, better lives, together

Tube map



Key to lines + Check before you travel

Bakerloo	No special arrangements
Central	Chigwell, Grange Hill, Roding Valley Served until about 2400
Circle	Blackfriars Underground station closed until late 2011 Canon Street Open until 2100 Mondays to Fridays. Closed Saturdays and Sundays
District	Blackfriars Underground station closed until late 2011 Canon Street Open until 2100 Mondays to Fridays. Closed Saturdays and Sundays Kensington Served 0700 until 2345 Mondays to Saturdays and 0800 until 2345 Sundays
Hammersmith & City	No special arrangements
Jubilee	Canary Wharf Step-free interchange between Underground, Canary Wharf DLR and Heron Quays DLR stations at street level
Metropolitan	Chesham Change at Chesham & Latton on most trains Barking Open for interchange and exit only from 1300 until 1730 Saturdays and Sundays Charing Cross branch Charge at Kennington at off-peak times if travelling towards or from Morden Mill Hill East Change at Finchley Central at off-peak times
Northern	Canter Town Open for interchange and exit only from 1300 until 1730 Saturdays and Sundays Charing Cross branch Charge at Kennington at off-peak times if travelling towards or from Morden Mill Hill East Change at Finchley Central at off-peak times
Piccadilly	Covent Garden A short walk from either Leicester Square (8 minutes) or Holborn (9 minutes) Eastcote to Uxbridge Not served by Piccadilly line trains early mornings Heathrow Terminal 4 Open until 2400 Mondays to Saturdays and until 2330 Sundays. Trains may wait for eight minutes before continuing to Terminal 1, 2, 3 Hounslow West Step-free access for wheelchair users only Turnham Green Served by Piccadilly line trains early mornings and late evenings only
Victoria	No special arrangements
Waterloo & City	Bank to Waterloo Open 0615 until 2148 Mondays to Fridays and 0820 until 1830 Saturdays. Closed Sundays and public holidays
Overground	No special arrangements
DLR	Heron Quays Step-free interchange between Heron Quays and Canary Wharf Underground station at street level West India Quay Not served by DLR trains from Bank towards Lewisham at peak times

MAYOR OF LONDON

Website tfl.gov.uk 24 hour travel information 020 7222 1234

Transport for London UNDERGROUND





OTHER CHALLENGES

- Confusing routes to access care for patients
- High ambulance conveyance rates (Queen's Hospital among highest in London)
- Delays in accessing many out of hospital care services and pathways
- Direct speciality access
- Physical capacity
- IT for Urgent Care Centre (UCC)
- Commissioning routes



URGENT CARE GOVERNANCE STRUCTURE

- AEDB
- Discharge Improvement Working Group
- AEDB Pre Meet
- Patient Flow Programme
- NHS England and NHS Improvement:
 - Regional Assurance Calls
 - Regional Escalation Meetings
 - National Assurance Meetings
- Sustainability & Transformation Plan (STP)
- System Delivery and Performance (SDP)

A&E Delivery Board

Frequency: Fortnightly (prior to assurance meetings)

Chair: Matthew Hopkins

Routine Reports: A&E Improvement Plan (Actions not Tasks), A&E Improvement Dashboard (KPIs only)

Additional Reports: High Level A&E Improvement Risk Register

Prevention

Frequency: Fortnightly
(prior to AEDB)

Chair and SRO: Sharon
Morrow

Clinical Lead: Richard
Burack

Routine Reports:
Prevention
Improvement Plan
(Actions and Tasks),
Prevention
Improvement Dashboard

Additional Reports:
Prevention Risk Register

Inflow

Frequency: Fortnightly
(prior to AEDB)

Chair and SRO: Mairead
McCormick

Clinical Lead: Aber
Eaqub

Routine Reports: Inflow
Improvement Plan
(Actions and Tasks),
Inflow Improvement
Dashboard

Additional Reports:
Inflow Risk Register

Throughflow

Frequency: Fortnightly
(prior to AEDB)

Chair and SRO and
Clinical Leads: Ayo
Ahonkai and Andy Heeps

Routine Reports:
Throughflow
Improvement Plan
(Actions and Tasks),
Throughflow
Improvement Dashboard

Additional Reports:
Throughflow Risk
Register

Outflow

Frequency: Fortnightly
(prior to AEDB)

Chair and SRO:
Barbara Nicholls and
Liz Sargeant

Clinical Lead: TBC

Routine Reports:
Outflow Improvement
Plan (Actions and
Tasks), Outflow
Improvement
Dashboard

Additional Reports:
Outflow Risk Register



SINGLE SYSTEM-WIDE ACTION PLAN

- Divided into the four work streams
- Key actions include:
 - Implementation of a 24/7 Urgent Treatment Centre at QH
 - Community Urgent Emergency Care (UEC) review
 - Ensure outpatient clinics do not operate over peak winter periods in order to release clinician capacity to cover ED and wards
 - Develop 42 Whole Time Equivalent (WTE) independent practitioners to replace medical workforce to manage non-admitted pathway
 - Building works for both Emergency Departments
 - Increase seven day discharges





ONE PLAN? REALLY?!

- A Winter checklist and planning slide has been submitted which correlate with our Action Plan
- Plan should contain actions required to deliver:
 - Eight High Impact Changes
 - Ambulance Response Programme
 - Urgent Treatment Centres
 - Evening and Weekend GP Appointments
 - Mental Health in ED
 - Trusted Assessor
 - True Discharge to Assess (D2A)
 - 7/7 Discharge
 - All other national guidance including Red 2 Green, SAFER etc.





SINGLE SYSTEM-WIDE DASHBOARD

- Divided into the four work streams
- A KGH and QH breakdown as well as a BHRUT total is present for every metric





CURRENT POSITION

- 24/7 UTC goes live on 27 November 2017
- Demand has grown significantly, particularly for paediatric patients
- Four hour performance throughout November has dipped prior to the new 24/7 Urgent Treatment Centre (UTC)
- Bed occupancy has increased





SUMMARY

- Issues/Challenges
- Resolutions
- Action Plan
- Dashboard
- Governance Structure
- Alignment to Winter and National Guidance



SUMMARY



BHR Integrated Care Partnership
Better care, better lives, together

- Winter is the busiest time for both NHS and social care services
- We started planning earlier than ever this year
- For the first time, we have a single action plan across the whole system
- We are working closely and collaboratively, but the next few months will undoubtedly be difficult
- Lots of advice on staying well and how/where to get help will be on the way
- We'll all be using the national materials from the Stay Well This Winter campaign
- Your support would be hugely valued to spread the word

