

WINTER READY

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CONTEXT

- Winter is the busiest time for both NHS and social care services
- We started planning earlier than ever this year
- We have a single action plan across the whole system in BHR, that feeds into the East London Health and Care Partnership plan
- We are working closely and collaboratively, but the next few months will undoubtedly be difficult
- We have been communicating advice on staying well and how/where to get help and will continue to do this throughout winter
- We'll all be using the national materials from the Help Us Help You (formally Stay Well This Winter) campaign
- Your support would be hugely valued to spread the word

WINTER ISSUES IN NORTH EAST LONDON



Based on learning from 17/18, the following are our largest challenges across north east London:

- Workforce sustainability - particularly middle grade A&E doctors, A&E nurses, paediatric nurses, therapists and GPs who work within urgent care services. Working on short and longer term strategic solutions, including working with our GP Federations
- Discharging patients to ongoing care, particularly where patients are from outside London. We have cross-system working to support improvements
- Ensuring capacity within mental health services so patients coming to A&E get emergency mental health support can quickly
- Using shared data, such as knowing care home spaces across the area - exploring data management solutions



SYSTEM PLAN

- Improving flu vaccine uptake rates
- CCG GP Chairs have been meeting with GP practices with highest urgent care demand to understand reasons for variation and opportunity to address these
- Communication and engagement with local GPs around support and services which can help prevent people needing to be admitted to hospital
- Public communications to raise awareness of where to go for urgent treatment and advice
- Review of paediatric demand and development of plan to address
- System level plans to improve demand management and ensure full benefit of new NHS 111 service
- Additional local structures in place to support performance challenges and winter:
 - Daily system calls with extra calls on Monday and Friday
 - Fortnightly A&E Delivery Board meetings attended by NHS England/NHS Improvement
 - Fortnightly escalation meetings with NHSE/NHSI
 - Monthly chief officer level system assurance meeting with NHSE/NHSI

Set up 5 new workstreams to address system-wide issues

These workstreams are:

- Ambulance conveyances
- Community capacity
- Hospital flow
- Out flow
- Frailty

BHRUT KEY CHALLENGES

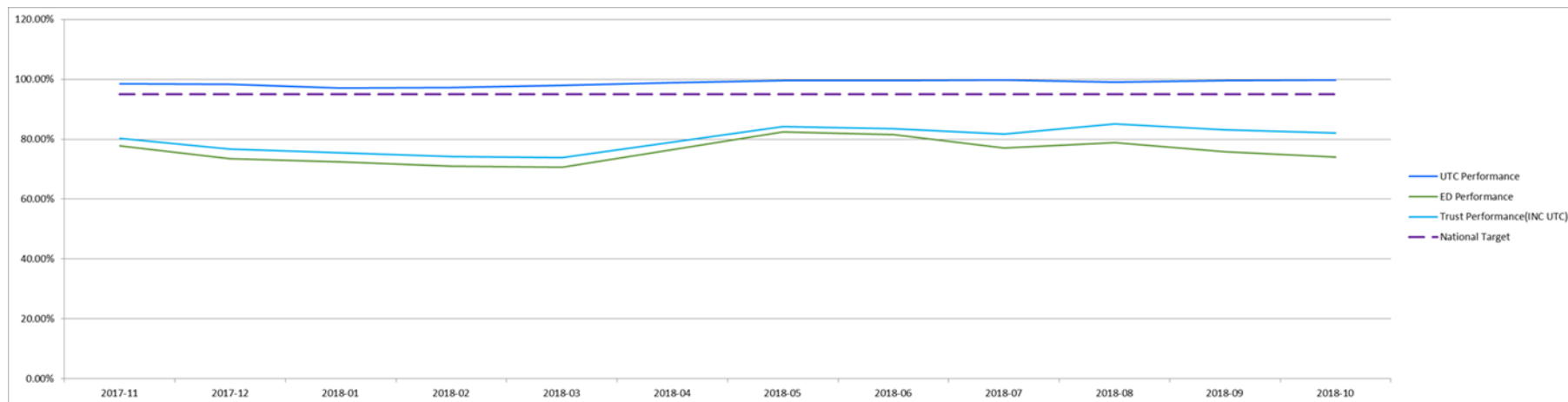


- Increasing demand, in particular paediatric patients and ambulance conveyances
- Increasing acuity of patients
- Increased admissions
- Space constraints at Queen's Hospital (including expansion, capacity for c.400 patients per day; yet regularly seeing approx 550-600 patients per day)
- Workforce
 - ED better staffed than ever – 14 permanent consultants and one more to come (funded for 18); using consultant WTE to make up to 25 – all Trust or Bank staff; however still heavy reliance on agency and locums in across acute medicine and other specialties
 - main groups of concern in ED are band 5 nurses and registrars (up to 50% vacancy)
 - paediatric nurse shortages also an issue



FOUR HOUR PERFORMANCE AND ATTENDANCE

- Meeting four hour standard more than we used to, however unable to keep up in line with increasing demand - need to continue to address patient flow through our hospitals, particularly to accommodate greater numbers of frail elderly patients
- Currently supporting PELC with phlebotomy services – these patients are classed as Emergency Department (ED) attendances



ADDRESSING THE ISSUES



- Whole hospital flow improvement plan
- Roll out of Red2Green to support reduction in length of stay; invested in team capacity
- Focus on pre-noon discharges
- Front door
 - joint therapy support with NELFT for elderly patents who don't need medical care
 - consultancy firm 20/20 supporting specialty responses, diagnostics and streaming
- Expanding RAFTing (Rapid Assessment and Focused Treatment) area at Queen's to improve ambulance handovers
 - receive 16-18 ambulances per hour; currently have 5 cubicles
 - expanding to 8 cubicles plus a 'fit to sit' area
 - complete works 24 December
- Supporting PELC at Queen's (UCC) with phlebotomy services – once they have the right staff in place, they should be able to see 40-45% of patients. PELC currently seeing 35-40% of patients – big increase since July
- Partnership working including early escalation and improving pathways for patients with complex rehab needs



IN ADDITION...

- Introduced our Academy of Emergency Medicine – support development of doctors to registrar level
- 24/7 resident consultant at Queen's ED and 8am to 2am at King George
- Managing nursing issues through robust rota management
- Replicated divisional triumverate model throughout each area of ED (majors, majors lite, paediatrics and so on) to provide dedicated, strengthened leadership
- Newly refurbished Emergency Department waiting areas at King George – adult and paediatric areas



NHS 111 CLINICAL ASSESSMENT SERVICE



- New service began in August across north east London
- Most people initially assessed through clinically based questions; transferred to speak directly to a clinician if needed eg paramedic, pharmacist, GP
- Assessments over the phone for advice and treatment recommendations
- Direct booking of face-to-face appointments - more appointments available over coming months
- Ability to prescribe medicines over the phone
- Easy access to patients' records and care plans – details updated after calls
- Quick transfer to mental health crisis services for assessment/advice
- Access to personalised, clinical advice through a dedicated 111 online website
- Right advice and treatment first time



OTHER URGENT CARE SERVICES



- Urgent treatment centres at Queen's and King George hospitals
- Urgent same day GP appointments at GP hubs every evening and weekend – will also be available on bank holidays
- NHS 111 Online
- Pharmacies – will also be available on bank holidays
- Focused work on frequent attenders to A&E
- Focused work on paediatric streaming at A&E
- Community pharmacists in care homes to ensure effective medicines optimisation reducing likelihood of medication related admissions to hospital



COMMUNICATIONS

- National Help Us Help You campaign – promotion across health hubs, online etc
- Media promotion – where to get urgent treatment, flu vaccine, how to stay well
- Websites and social media
- Videos (111, pharmacy, urgent GP appointments)
- Articles in council magazines and newsletters
- National TV and print adverts
- **...And we need your help too**

