

# **Worcestershire Health Overview and Scrutiny Committee**

8<sup>th</sup> July 2022

# This report will provide updates on:

- Incident Room Oversight and priorities
- Performance data
- Approach to patient safety related to delays
- Overview of admission avoidance
- Approach to communication with the public
- General Updates

# Incident room update:

- In Place from 25/04
- Constitutes Senior Ops personnel from across system headed by ICS Director/rota
- Provides a single point of contact for all outside organisations
- An executive led coordinating function for rapid improvement of 4 key areas using a PDSA approach
- Golden Discharges (discharges pre 10:00am) and discharges by midday
- Move to a pull model from ED and refine bed management processes
- Implement discharge production boards & Implement criteria led discharge
- Implement a robust streaming model from ED to all alternative pathways
- Headline progress
- Progress and measurable improvement on the WRH site in relation to earlier in the day discharge and the number of golden patients identified
- PDSA's for 4 key areas (plan, do, study, act quality improvement methodology) produced to help embed progress into business as usual
- Good Clinical engagement

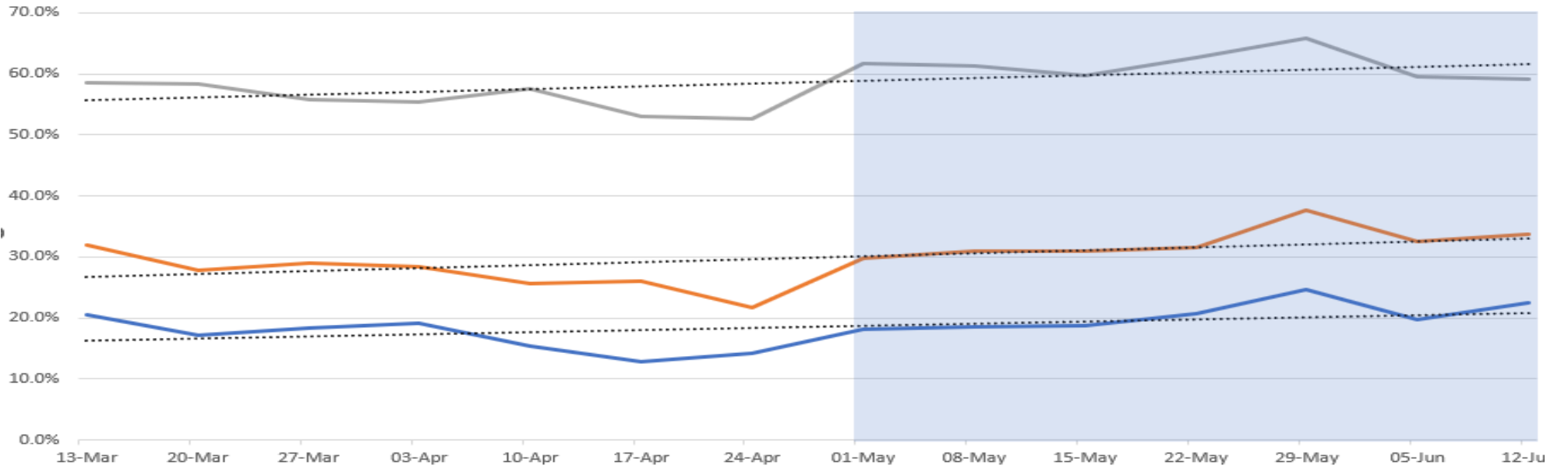
## Next steps

- Further enhance the integration of the incident room with operational leaders

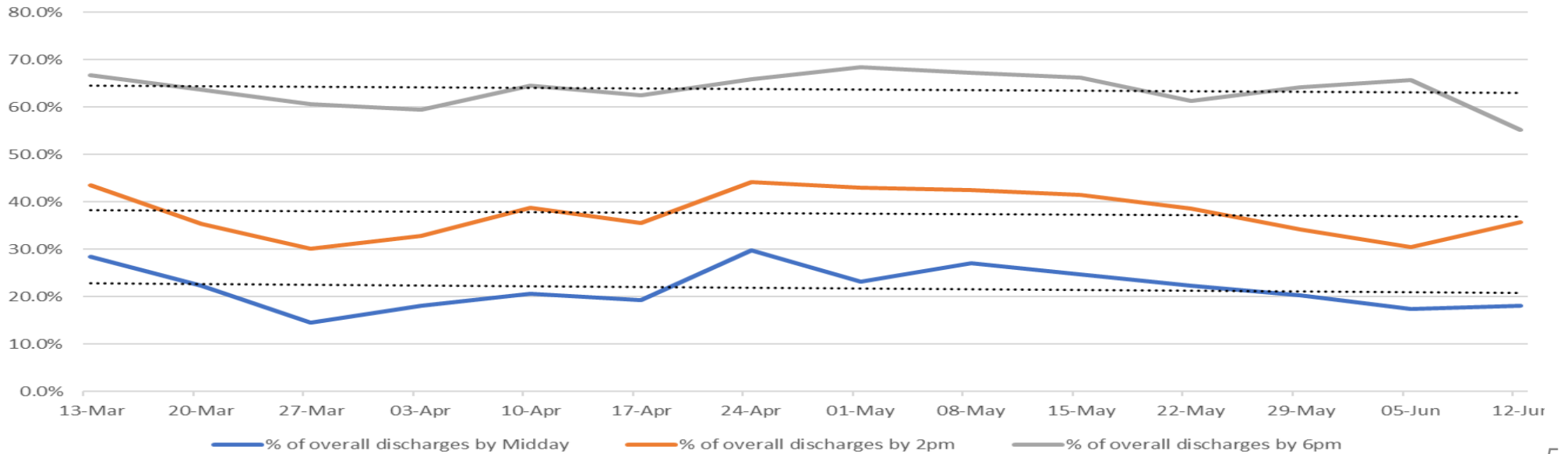
# Golden Discharges

- Good Clinical Engagement – especially nursing staff
- System Partners adapting to meet needs of incident room development in WRH
- WRH – Improving position for earlier in the day discharge
- WRH - Since 05/05 through to 13/06 – 12% improvement in pre 2pm discharges (34%) – on certain days plus 44%
- WRH – Since 05/05 through to 13/06 – 8% improvement in pre 5pm discharges (60%) – on certain days plus 70%
- WRH – Delivering circa 30 additional discharges per week vs five weeks prior to I/Room
- Learning – how do we sustain over a 7 day period
- Increasing numbers of golden discharges at the WRH site driven by increase in complex to the discharge lounge night before
- Shaded area shows time of operation of incident room at WRH site

### Time of Day Discharge (%) WRH Site

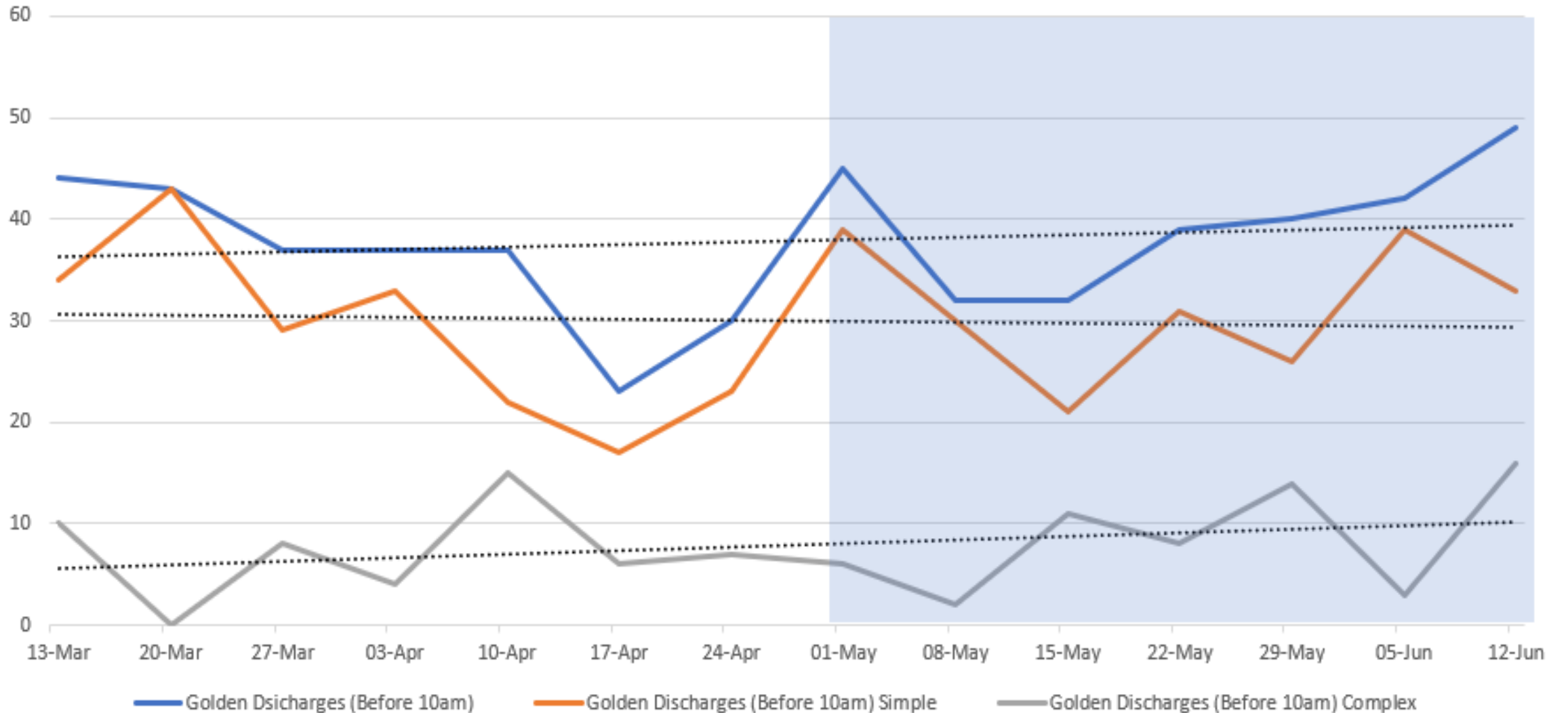


### Time of Day Discharge (%) Royal Alexandra



— % of overall discharges by Midday    
 — % of overall discharges by 2pm    
 — % of overall discharges by 6pm

# Golden discharges – WRH site



# Supporting Patient Flow – through Criteria Led Discharge & Discharge Production Boards

- Criteria Led Discharge is a process which allows for consultants to set parameters for the discharge of patients – which can then be progressed by nursing staff – this helps prevent delays in discharge and also allows for discharges to more at weekends for example
- Discharge Production Board's are processes and forums which monitor discharge performance and helps wards unblock barriers which add delay to a patients discharge

## Update

- Both work-streams are live
- Good engagement with all wards
- Development and implementation of processes which support increased weekend discharge to achieve equity with regional average position

## Next Steps

- Embedding Golden discharge, CLD and discharge production boards in all areas

# Next Steps: Front Door Streaming

- Front door streaming' is the term used for when patients present at Emergency Departments and are directed to an appropriate area
- Robust front door streaming aims to ensure this happens promptly rather than patients waiting for hours inside the department before this happens
- A clinically led group will be formed to look at processes to support:
- Streaming process at the front door 7 days a week
- Improving speed of decision making and alternative options
- NHSE Midlands will support this work.



# Next Steps: ED Flow and bed management processes

- Implementation of new bed management meeting process w/c 4/7
- Implement updated hospital escalation plan w/c 4/7
- Refine real time escalation and communication through our management systems.
- Update full hospital protocol (what we do when every hospital bed is full) w/c 4/7
- Deliver training to all teams confirming responsibilities contained within the above and reinforcing the role of wards / divisions in achieving good flow in partnership with the capacity hub

# Ambulance Handover Delays:

## Overview:

- Delays continue to remain high
- Protracted delays overnight
- Ambulance Activity low
- New MAU opening delayed

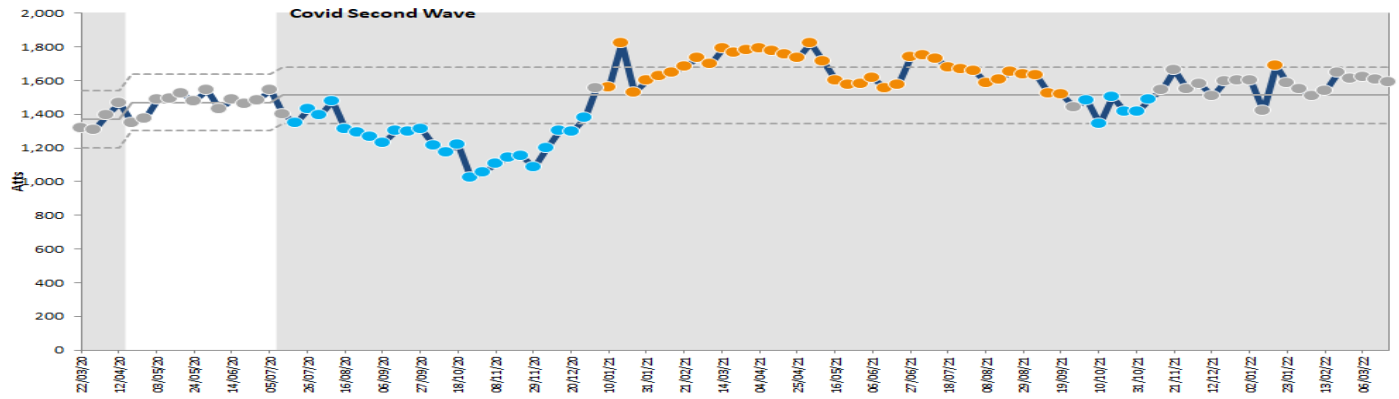
## Next Steps:

- Activate revised escalation arrangements and additional MAU capacity opening w/c 11/07 subject to water testing
- Greater utilisation of SHREWD and associated escalation modules
- Acute Trust to produce trajectory on when delays will be eliminated following new MAU opening and embedding of incident room priorities

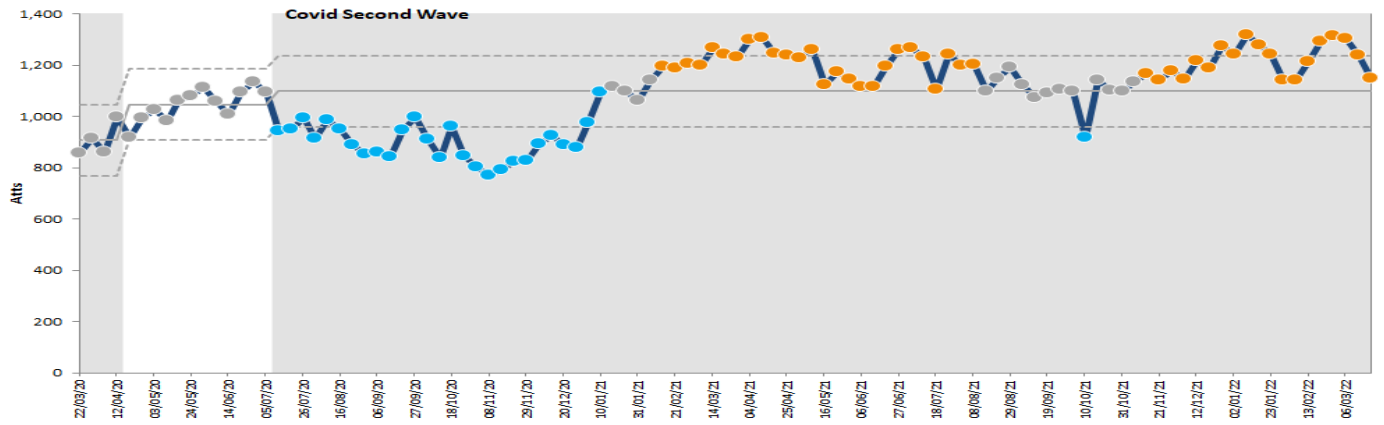
# Performance Data

# All A&E Atts by site: w/e 5<sup>th</sup> June 2022

A&E Attendances Worcestershire Royal Hospital

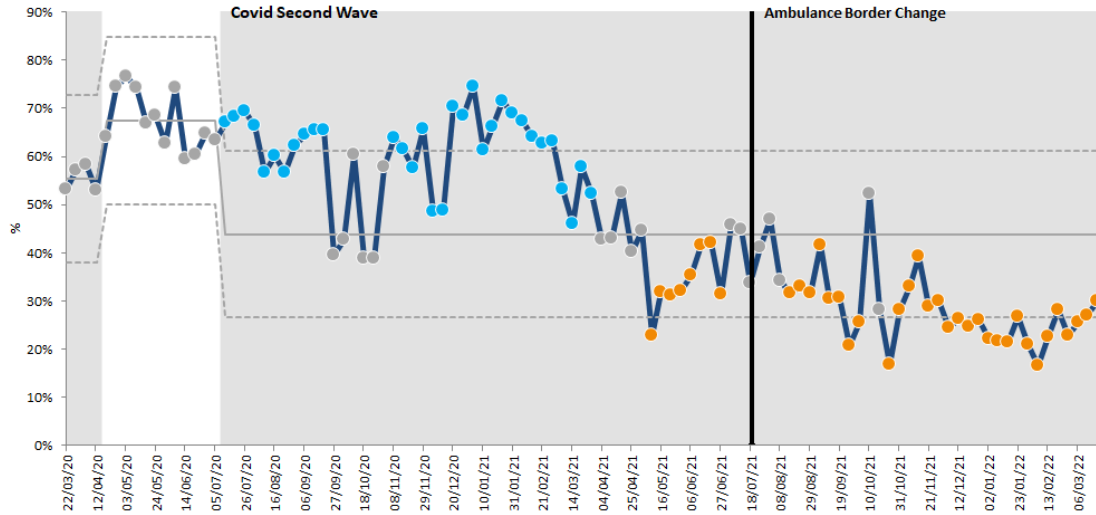


A&E Attendances Alexandra Hospital



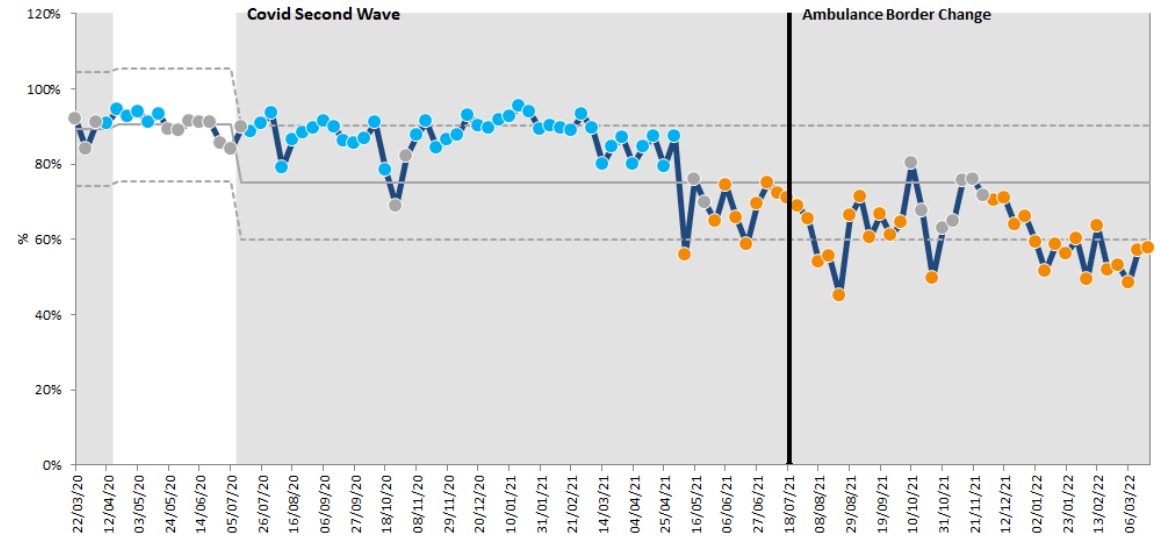
# Ambulance Handovers % <15 mins: w/e 5<sup>th</sup> June 2022

% of Ambulance Handovers < 15 minutes Worcestershire Royal Hospital



**Special Cause Concern**

% of Ambulance Handovers < 15 minutes Alexandra Hospital

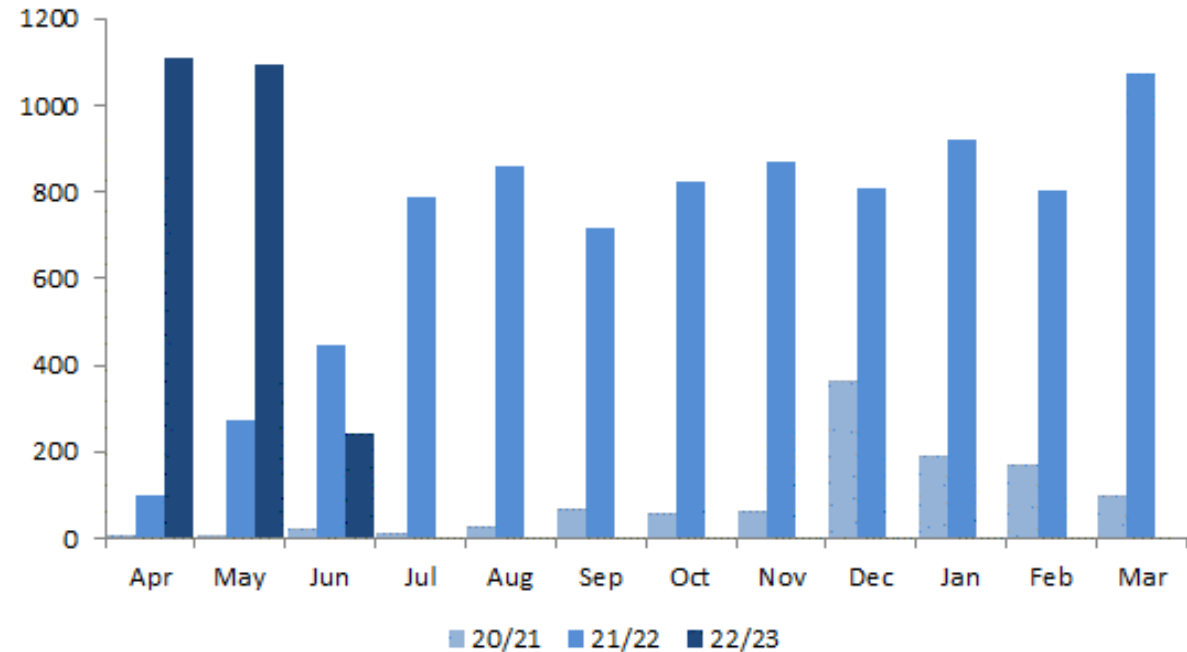


**Special Cause Concern**

Data taken directly from WMAS Extranet site

# Ambulance > 60 min Handovers: latest data 7 June 2022

| Month  | WRH | AGH | Total |
|--------|-----|-----|-------|
| Apr-20 | 2   | 0   | 2     |
| May-20 | 3   | 0   | 3     |
| Jun-20 | 25  | 0   | 25    |
| Jul-20 | 12  | 1   | 13    |
| Aug-20 | 27  | 1   | 28    |
| Sep-20 | 66  | 1   | 67    |
| Oct-20 | 52  | 6   | 58    |
| Nov-20 | 60  | 3   | 63    |
| Dec-20 | 352 | 13  | 365   |
| Jan-21 | 158 | 34  | 192   |
| Feb-21 | 167 | 3   | 170   |
| Mar-21 | 96  | 4   | 100   |
| Apr-21 | 99  | 2   | 101   |
| May-21 | 255 | 18  | 273   |
| Jun-21 | 406 | 38  | 444   |
| Jul-21 | 692 | 97  | 789   |
| Aug-21 | 718 | 144 | 862   |
| Sep-21 | 603 | 112 | 715   |
| Oct-21 | 658 | 165 | 823   |
| Nov-21 | 691 | 181 | 872   |
| Dec-21 | 706 | 105 | 811   |
| Jan-22 | 791 | 130 | 921   |
| Feb-22 | 753 | 51  | 804   |
| Mar-22 | 876 | 198 | 1074  |
| Apr-22 | 904 | 204 | 1108  |
| May-22 | 854 | 240 | 1094  |
| Jun-22 | 180 | 61  | 241   |



Data taken directly from WMAS Extranet site

# Ambulance Delays: WRH May 2022

**Ambulance delays can we tell how long ambulances have been outside the hospital with patients**

The information below looks at how long patients at WRH are recorded in the Location "At ED on WMAS vehicle" showing the AVG time spent in this Location for those patients that spent over 1 hour in the location. The first table shows AVG time per month for this cohort while the graph shows May 2022 by day against the number of pts recorded in that location who spent over 1 hour in there.

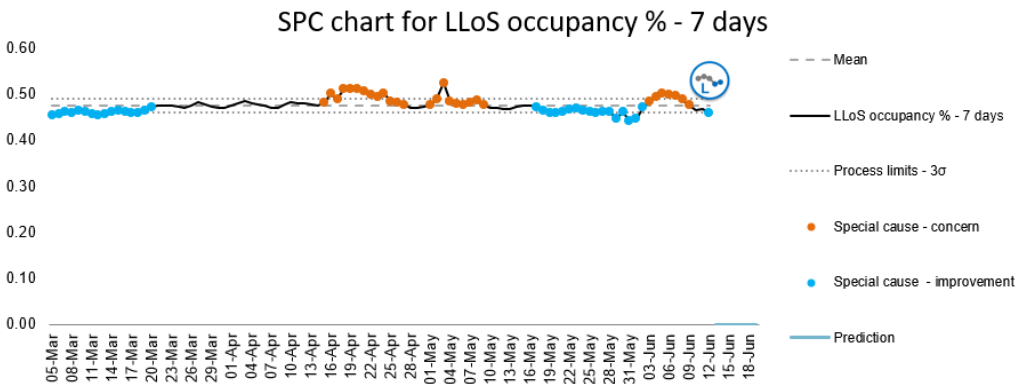
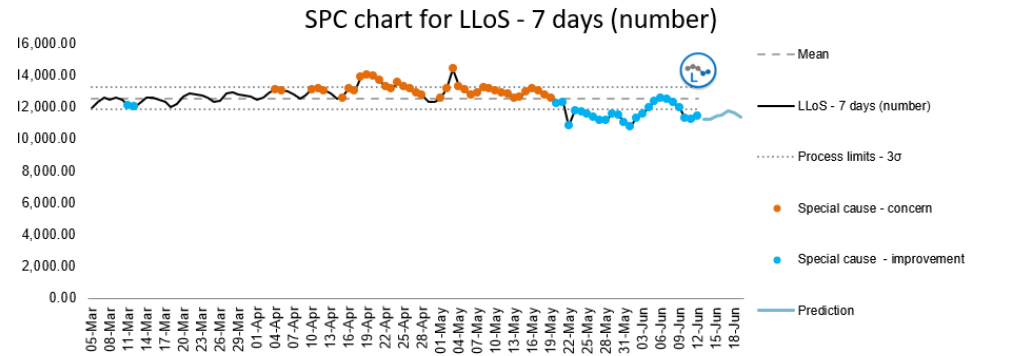
**Not all ambulance arrivals will be recorded in this location.**

| Month    | Jan-21 | Feb-21 | Mar-21 | Apr-21 | May-21 | Jun-21 | Jul-21 | Aug-21 | Sep-21 | Oct-21 | Nov-21 | Dec-21 | Jan-22 | Feb-22 | Mar-22 | Apr-22 | May-22 |
|----------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| AVG time | 132    | 113    | 121    | 121    | 103    | 114    | 153    | 170    | 149    | 164    | 183    | 212    | 222    | 200    | 250    | 276    | 268    |

**Number of Patients** recorded in location of at ED on WMAS vehicle > 60 mins vs the **AVG time** spent in that location:  
May 2022



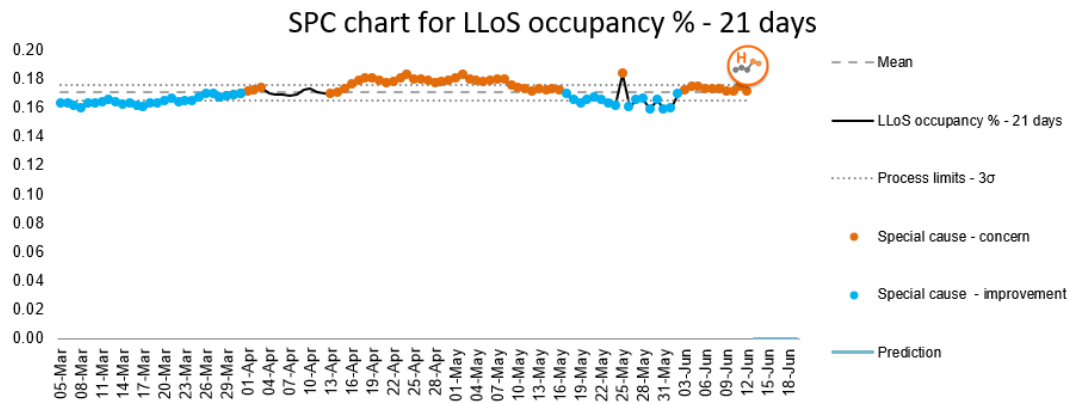
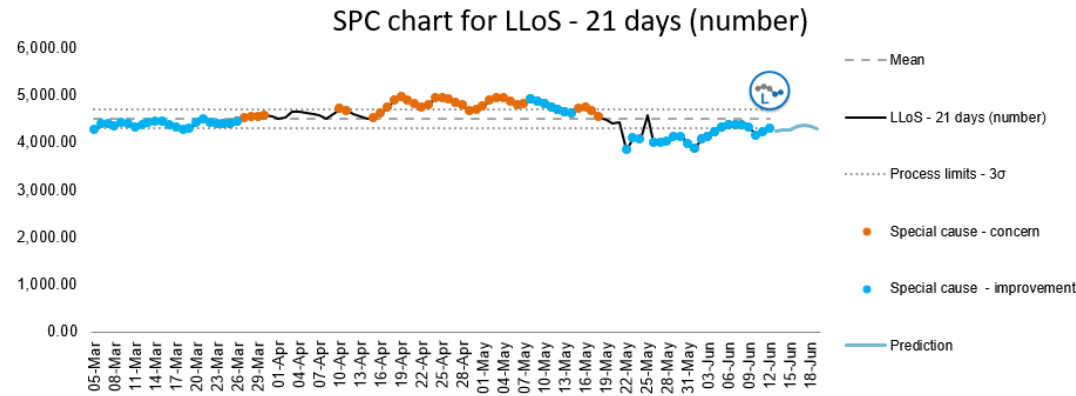
# Acute Trusts – daily stranded patients 7 days



|   | % Stranded Patients (7+ days) | Average Stranded Patients (7+ days) |
|---|-------------------------------|-------------------------------------|
|   | 13 June 2022                  | 13 June 2022                        |
| The Royal Orthopaedic Hospital NHS Foundation Trust           |                               |                                     |
| University Hospitals Birmingham NHS Foundation Trust          | 50.6%                         | 1,220                               |
| George Eliot Hospital NHS Trust                               | 61.5%                         | 184                                 |
| South Warwickshire NHS Foundation Trust                       | 35.4%                         | 130                                 |
| University Hospitals Coventry and Warwickshire NHS Trust      | 45.7%                         | 467                                 |
| Worcestershire Acute Hospitals NHS Trust                      | 37.2%                         | 285                                 |
| Wye Valley NHS Trust  | 40.8%                         | 107                                 |
| Chesterfield Royal Hospital NHS Foundation Trust              | 45.1%                         | 225                                 |
| University Hospitals of Derby and Burton NHS Foundation Trust | 43.0%                         | 603                                 |
| University Hospitals of Leicester NHS Trust                   | 43.0%                         | 648                                 |
| United Lincolnshire Hospitals NHS Trust                       | 45.7%                         | 433                                 |
| Kettering General Hospital NHS Foundation Trust               | 49.2%                         | 267                                 |
| Northampton General Hospital NHS Trust                        | 55.2%                         | 354                                 |
| Nottingham University Hospitals NHS Trust                     | 50.9%                         | 790                                 |
| Sherwood Forest Hospitals NHS Foundation Trust                | 49.7%                         | 294                                 |
| The Shrewsbury and Telford Hospital NHS Trust                 | 47.5%                         | 331                                 |
| University Hospitals of North Midlands NHS Trust              | 47.8%                         | 572                                 |
| Sandwell and West Birmingham Hospitals NHS Trust              | 52.5%                         | 331                                 |
| The Dudley Group NHS Foundation Trust                         | 46.4%                         | 264                                 |
| The Royal Wolverhampton NHS Trust                             | 47.4%                         | 372                                 |
| Walsall Healthcare NHS Trust                                  | 51.3%                         | 269                                 |
| <b>Grand Total</b>  | <b>47.1%</b>                  | <b>8,146</b>                        |



# Acute Trust – daily stranded patients 21 days



|   | % Extra Stranded Patients (21+ days) | Average Extra Stranded Patients (21+ days) |
|---|--------------------------------------|--|
|   | 13 June 2022                         | 13 June 2022                               |
| The Royal Orthopaedic Hospital NHS Foundation Trust           |                                      |  |
| University Hospitals Birmingham NHS Foundation Trust          | 19.5%                                | 469  |
| George Eliot Hospital NHS Trust                               | 26.8%                                | 80   |
| South Warwickshire NHS Foundation Trust                       | 12.5%                                | 46   |
| University Hospitals Coventry and Warwickshire NHS Trust      | 17.5%                                | 179  |
| Worcestershire Acute Hospitals NHS Trust                      | 12.0%                                | 92   |
| Wye Valley NHS Trust  | 12.6%                                | 33   |
| Chesterfield Royal Hospital NHS Foundation Trust              | 13.0%                                | 65   |
| University Hospitals of Derby and Burton NHS Foundation Trust | 15.6%                                | 219  |
| University Hospitals of Leicester NHS Trust                   | 15.7%                                | 237  |
| United Lincolnshire Hospitals NHS Trust                       | 16.4%                                | 155  |
| Kettering General Hospital NHS Foundation Trust               | 19.5%                                | 106  |
| Northampton General Hospital NHS Trust                        | 25.6%                                | 164  |
| Nottingham University Hospitals NHS Trust                     | 20.6%                                | 320  |
| Sherwood Forest Hospitals NHS Foundation Trust                | 19.3%                                | 114  |
| The Shrewsbury and Telford Hospital NHS Trust                 | 11.2%                                | 78   |
| University Hospitals of North Midlands NHS Trust              | 15.6%                                | 186  |
| Sandwell and West Birmingham Hospitals NHS Trust              | 21.4%                                | 135  |
| The Dudley Group NHS Foundation Trust                         | 14.8%                                | 84   |
| The Royal Wolverhampton NHS Trust                             | 16.5%                                | 129  |
| Walsall Healthcare NHS Trust                                  | 15.6%                                | 82   |
| <b>Grand Total</b>  | <b>17.2%</b>                         | <b>2,973</b>                               |

# **Avoiding unnecessary acute attendance**

# 2 - Hour Community Response, Minor Injury Units and Signposting

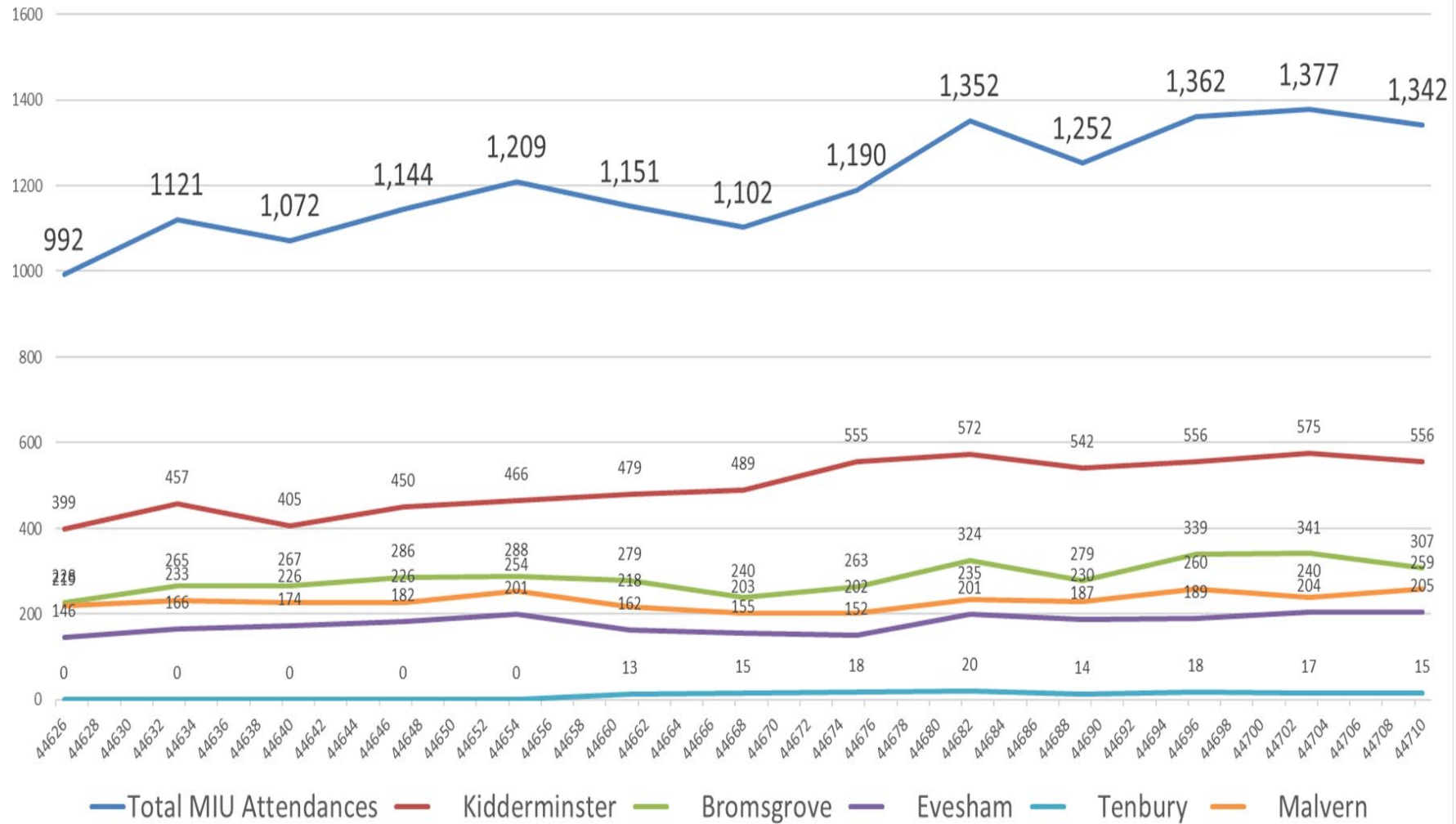
## Update

- 81% of 2-Hour UCT cases responded to within 2 Hours
- Significant majority of cases are around End of Life Care, Catheter Problems and Pain / Symptom Control
- Minor Injury Unit Activity increasing to pre-pandemic levels

## Next Steps:

- **To increase referrals from West Midlands Ambulance Service and thereby reduce unnecessary ambulance conveyances**
- **Conduct review into increasing Diagnostic provision within MIU's to further help reduce pressures within the ED's (primarily weekends)**

# MIU Weekly\* note amendment to Tenbury figures



# Integrated Community Services – UCR Data

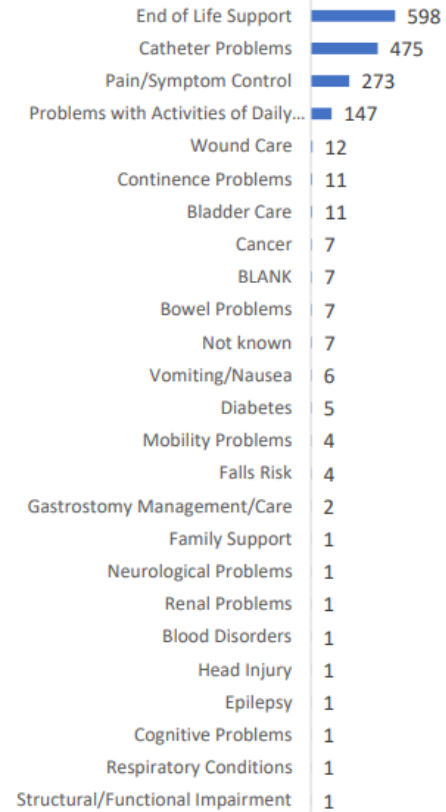
**Total UCR Referrals Received - Per Month**



**Total % Seen within 2hrs - Per Month**



**Referral Reasons Total for Q1 (April 2022 & May 2022)**



**Total UCR Referrals Received in Q1 (April 2022 & May 2022)**

1585

**Referral Source Totals for Q1 (April 2022 & May 2022)**



## Information

We have identified an issue of under recording of Ambulance activity as a referral source. Therefore, it is likely that the figure is not entirely representative.

# Communication with the public

- There is a comprehensive communications plan to ensure consistent and accurate information is available to the public for ED alternative services, particularly Minor Injury Units (MIUs)
- System partners have continued to promote Minor Injury Units as part of the ongoing signposting to the public on alternatives to Emergency Departments.
- Minor Injury Units are promoted alongside pharmacy, general practice (GP) and NHS 111 services.
- The campaign recently ran outdoor advertising across various sites with high footfall to inform the public on the alternatives to Emergency Departments.


# #DoYourBit

## Jubilee Campaign Plan



# Digital

- All partners will share on owned website and social media accounts

 NHS Herefordshire & Worcestershire CCG  
3h · 🌐

🚒 We need your help 🚒 Please #DoYourBit and help us keep A&E free for serious emergencies only Think GP, NHS 111 online or pharmacy first before coming to A&E or calling 111 or 999



 NHS County Durham CCG  
@CountyDurhamCCG

🚒 We need your help 🚒  
Please #DoYourBit and help us keep A&E free for serious emergencies only Think GP, NHS 111 online or pharmacy first before coming to A&E or calling 111 or 999

4:04 PM · Apr 3, 2022 · TweetDeck

🗨️ 🔄 ❤️ 📤

 Tweet your reply



Pharmacy Opening Times  
Jubilee Bank Holiday 2022

**OPEN**



# Outdoor

- Van with digital adverts will travel round two Counties displaying advert
- X3 days: June 2, 3 and 4
- Redditch: Kingfisher Centre
- Worcester City: Retail Park and Supermarkets
- Hereford: Supermarkets

