

Improving the timeliness of emergency care

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We are here for you

To cover:

- Performance
- 3 key issues
- Improvement plan

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Performance

- 13/14: 93.3% Vs 95% national standard
- 14/15 (Quarter 1): 87.59%

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3 key issues

1. Capacity & flow
2. Workforce
3. Environment

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CAPACITY & FLOW

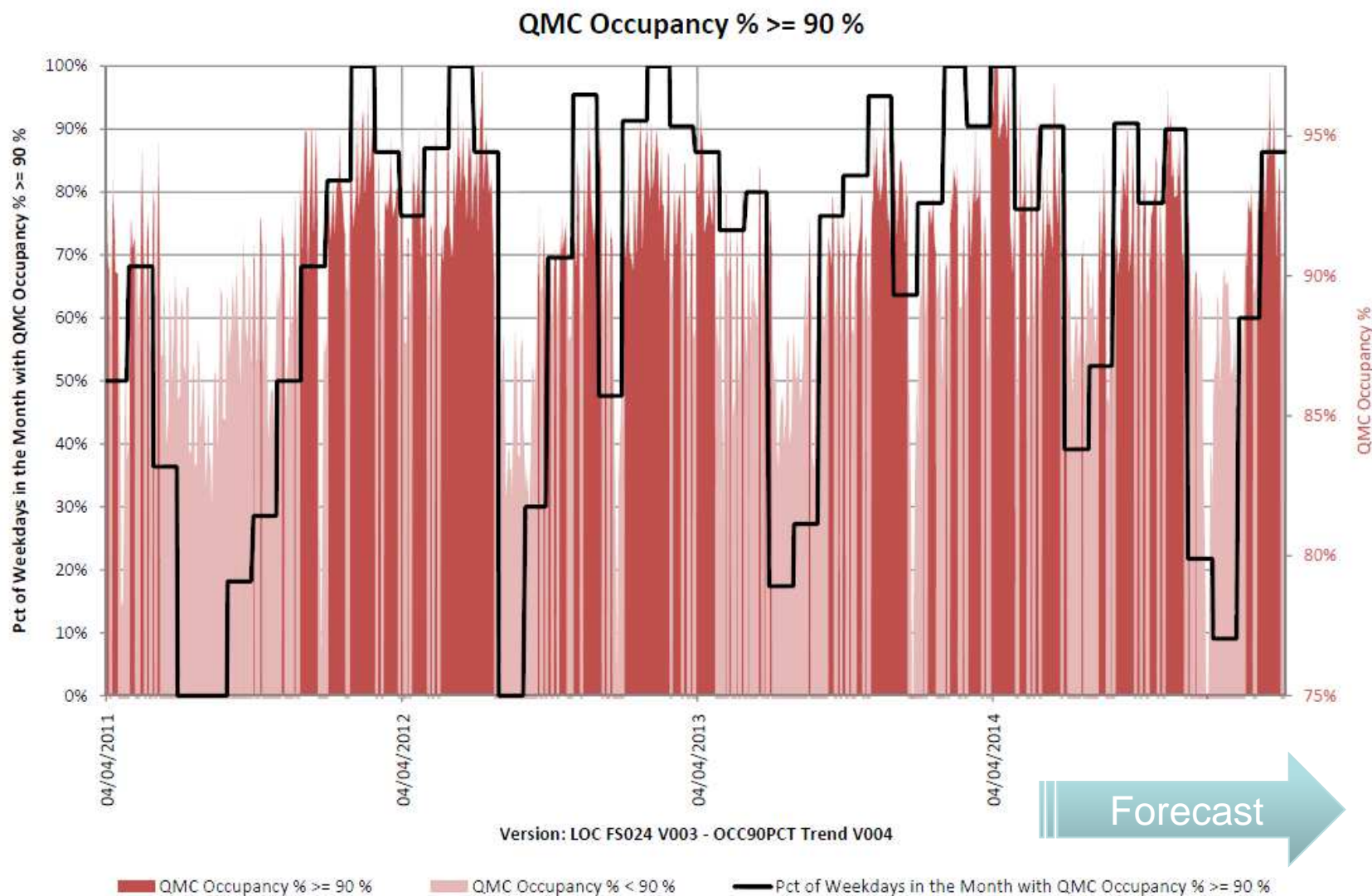
Capacity at QMC

- Since winter, QMC has been operating at near-full capacity
- To get flow, we need a bed occupancy of < 90%

Factors:

1. 1.8% increase in patients >65 being admitted
2. Length of stay for these patients is 8.4 days Vs 7.5 days the previous year

QMC bed occupancy by day (where occupancy >90%)



More beds are needed

- We are working with our partners to ensure patients are transferred from acute care to community care in a timely way
- More beds are needed at NUH and in the community ahead of the coming winter
- Bed modelling shows we need 41 extra beds at NUH (QMC and City) to meet demand
- We have plans to open these beds by October, subject to recruitment

WORKFORCE

Recruitment

- We have staffing challenges
- Medical pressures: ED & Acute Medicine
- Nursing shortages: across NUH
- We take a proactive approach to nursing recruitment, including overseas recruitment

ENVIRONMENT



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Environmental challenges

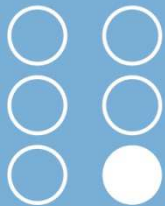
- ED was designed for 350 patients a day. We now regularly see over 550 patients daily
- Overcrowding in majors area (area 3, where our poorly patients are seen before being admitted to hospital)
- Insufficient cubicle capacity to assess and treat patients
- We have plans to review the environment and increase capacity this winter and beyond - including:
 - Opening 6 extra integrated assessment unit spaces and 9 extra cubicles at the end of 2014/early 2015



IMPROVEMENT PLANS

14/15 quality priority

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FEWER WAITS

- I prioritise 'five a day' actions for flow
- We act quickly to avoid delays for patients' drugs, tests, treatment and transport

- Quality Account
- Patient feedback & inconsistent performance has informed where we need to do better in 14/15
- We are determined to consistently achieve the 95% emergency access standard

Better for You

Programme of Work

- **Emergency Department**
 - Rapid assessment & treat (4 trials complete)
 - Time to be seen by a Doctor
 - Streaming trials (ENP front door, see & treat and divert where possible)
 - Pace setter trials (Junior Doctor productivity)
 - Collaborative work with acute medicine on clinical use of Acute Medical Receiving Unit
- **Acute Medicine**
 - Improvement projects leading to 30-40% same-day discharges
 - New App under development to improve navigation
 - Ambulatory care improvements, including surgical pathway
 - GP slots through Nottingham Emergency Medical Service (NEMS)

Better for You

Programme of Works

- **Healthcare of Older People**
 - Peer review of patients with length of stay > 20 days
 - Rehabilitation pathway to City Hospital
 - Dementia Care Pathway
 - Buddying scheme with high performing wards
 - Discharge Lounge projects
- **Simple & supported discharge**
 - Pharmacy-led transcription (invested in 9 additional Pharmacists)
 - Real-time monitoring across the system (go live July 2014)
- **Acting on learning from 'Perfect Week' June 2014**
 - Emergency Care Intensive Support Team (ECIST) running further rapid improvement week (September 2014)

QUESTIONS