

Tower Hamlets Health Scrutiny Panel

Emergency Care at The Royal London

02 March 2015

Emergency Department **A&E**



Barts Health Emergency Care update

**Dr Malik Ramadhan – Deputy Group
Director, ECAM and Clinical Director,
Emergency Departments**

**Mrs Deborah Madden – Deputy Director of
Operations, ECAM and Acting Hospital
Director, RLH**



Emergency care at Barts Health

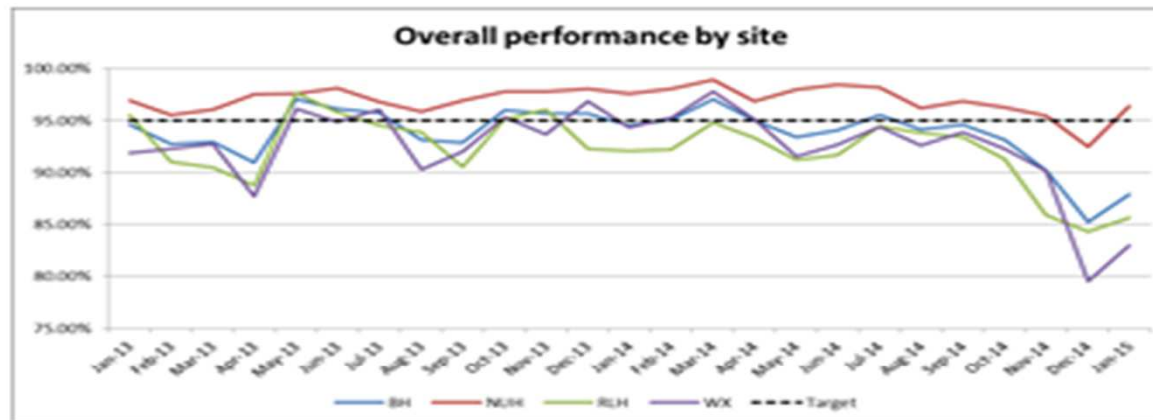
- Three Emergency Departments
- 430,000 attendances in 2013/14
- Average 450 attendances a day at The Royal London
- Major trauma, Neuro-surgical, Stroke Centre at The Royal London – caring for the most seriously ill and injured patients across east London and beyond, in partnership with London's Air Ambulance



How we are performing

The target for emergency departments is for 95% of patients to be seen and treated within four hours of arrival. In keeping with the rest of London, the Trust has faced significant challenges in recent months with demand for emergency care. The Trust's year to date performance is 92.34%

Performance Overview



As at 01/02/2015

	BH All Types		NUH All Types		NUH All Types		WX All Types	
	14/15	15/14	14/15	15/14	14/15	15/14	14/15	15/14
Q1	94.05%	94.94%	93.95%	94.40%	97.75%	97.74%	92.95%	92.21%
Q2	94.52%	95.93%	95.93%	95.07%	97.19%	96.47%	95.72%	92.72%
Q3	99.79%	95.75%	97.45%	94.55%	94.51%	97.57%	97.67%	95.27%
Q4 to date	97.89%	95.49%	95.65%	92.95%	95.92%	95.14%	92.95%	95.70%
Yesterday	94.92%		93.97%		99.97%		94.20%	
Last week	93.22%		95.59%		96.45%		99.25%	
Year to date	92.34%	93.04%	90.51%	93.75%	96.51%	97.97%	90.55%	94.21%





Challenges – The Royal London

Key factors currently affecting performance at The Royal London:

- Major Trauma and Specialist Tertiary Centre as well as a local A&E and District General Hospital for the local population
- A 14% increase in ED attendances between October and January 2015 compared to the same period last year
- Repatriation of patients from trauma or specialist services can be problematic as hospitals come under pressure with regard their bed base





Analysis – The Royal London

- Historic year-on-year increase in demand for healthcare services
- Length of stay has increased over the last year, by one day on average – primarily elderly patients staying for 14 days or longer.
- Bed capacity across the site is at a premium, especially emergency surgery and general medical beds. Our overall bed occupancy is high at 97% on average – higher than predicted
- Volume of delayed discharge patients has remains around the same level since October 2014. Approximately double the volume recorded throughout Jan – Oct 2014





What we are doing to address the situation

- We are working with Tower Hamlets CCG to implement an Operational Resilience programme which includes additional support to A&E capacity and funding of escalation beds and community schemes.
- Admission avoidance schemes, especially for the frail elderly, adopting a multi-disciplinary approach
- Increased Consultant and Middle Grade input in A&E to all sites at night 7 days a week
- Improved processes to enable medically fit patients to leave the hospital – including spot purchasing of nursing home beds
- Daily review of medically fit patients on all sites with CCG Director level support, reducing the number of DTOCs
- Senior Manager Navigator remaining on site into the night to support flow.





Stepping into the Future

- Step to the Future programme at RLH (w/c 26th Jan), WXH (w/c 9th Feb) and NUH (w/c 2nd March) with increased support to generate a step change in performance
- Eight-day intensive programme working with GPs, CCGs, the Local Authority, Community, Health Services, the ambulance service and all staff to find ways to help patient flow, facilitate discharge and treat patients more safely.
- The key findings and lessons learned from Stepping into the Future at The Royal London will be collated and combined with relevant learning from the programme at WX site.
- Key areas include: The 'golden' discharge initiative, reducing delays or cancellations in operating procedures to ease flow and maximising the appropriate use of the Discharge Lounge.



Community works for Health update

**Andrew Attfield, Associate Director of
Public Health**



Our commitment to local employment

- As part of the outcome from a review on A&E services in 2014, Tower Hamlets HOSC recommended that the council and Barts Health work together on *‘recruiting from the local community, and working with Higher Education institutions to train doctors and other medical practitioners from a diverse range of backgrounds and with roots in the local area’*
- Barts Health already has a number of routes to employment for local people across specialities in the Trust through the work of our well-established pathway, Community Works for Health and other NHS recruitment channels.





Local employment initiatives

- Between January and December 2014, 479 local people recruited from Tower Hamlets, 170 in entry level jobs.
- 38 residents recruited as apprentices in a range of roles, including clinical and non-clinical roles
- Eight residents recruited in to Healthcare Assistant trainees roles in Outpatients
- Partnerships with local organisations Skillsmatch, Osmani Trust, Poplar HARCA and East End Community Foundation
- 205 Flags projects – offering range of support including health awareness and work placements to local residents
- NHS Community Awards event in November 2014
- Barts Health Summer School took place in July 2014 and attracted over 20 students from Mulberry School to a range of careers workshops where the students heard from healthcare professionals and engaged in practical training in infection control and manual handling
- Careers events held at Morpeth, Central Foundation and Bow Schools

