



Scrutiny Committee – Supplement: LNWHT A&E Performance Review

Wednesday 26 November 2014 at 7.00 pm
Boardroom - Brent Civic Centre, Engineers Way,
Wembley, HA9 0FJ

Membership:

Members

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A Choudry (Chair)
Colwill (Vice-Chair)
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Daly
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Southwood
Van Kalwala

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Councillors:

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Mr Alloysius Frederick
Mrs Hawra Imame
Dr J Levison
Vacancy
Vacancy

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Ms J Cooper
Mrs L Gouldbourne
Ms C Jolinon
Brent Youth Parliament representatives

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The press and public are welcome to attend this meeting

Supplementary Agenda

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The following presentation is attached for members' information: London North West Healthcare Hospital Trust A&E performance review.



Please remember to switch your mobile phone to silent during the meeting.

- The meeting room is accessible by lift and seats will be provided for members of the public.

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London North West Healthcare Hospital Trust A&E performance review

Brent, Harrow and Ealing SRG and
London North West Healthcare NHS Trust
November 2014

DRAFT

v9

Executive Summary

Executive summary

- **Context** (whole Trust) 2
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Ealing

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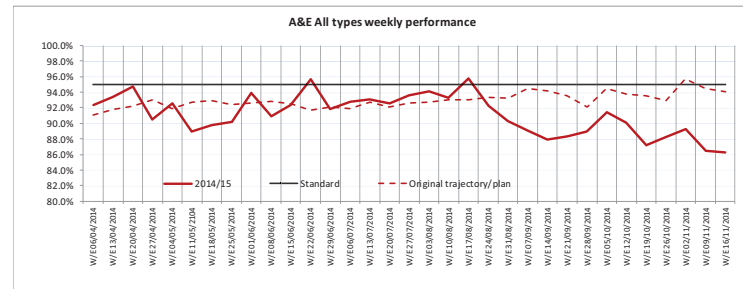
1. Context

- The Northwick Park site has a 104 bed shortfall (Capita analysis in 2013).
- 13/14 Winter community step down beds have remained open since April 2014, non elective demand remains higher than last year.
- Acute occupancy at NPH is 98%.
- The CMH A&E closed in September 2014 because staffing rotas were unsustainable and would impact on patient safety.
- There have been fewer patients travelling to Imperial NHS Trust than planned, options to redirect through London Ambulance Service has had variable results.
- The merger to form London North West Hospitals has coincided with a performance drop at Ealing, there is action in place to reduce DTOC and Length of Stay on that site.
- The Trust have identified a further 52 beds across both Ealing and Northwick Park sites the impact of which has been factored into the improved trajectory. These are to be implemented during Q3 and Q4.
- McKinseys and the Trust have identified flow improvements which has also been factored into the revised trajectory
- A new A&E opens on 10th December.

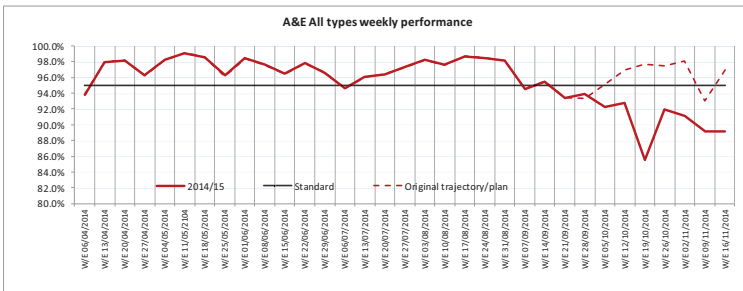
2. Performance

Weekly performance against the 4-hour standard, Apr – Nov

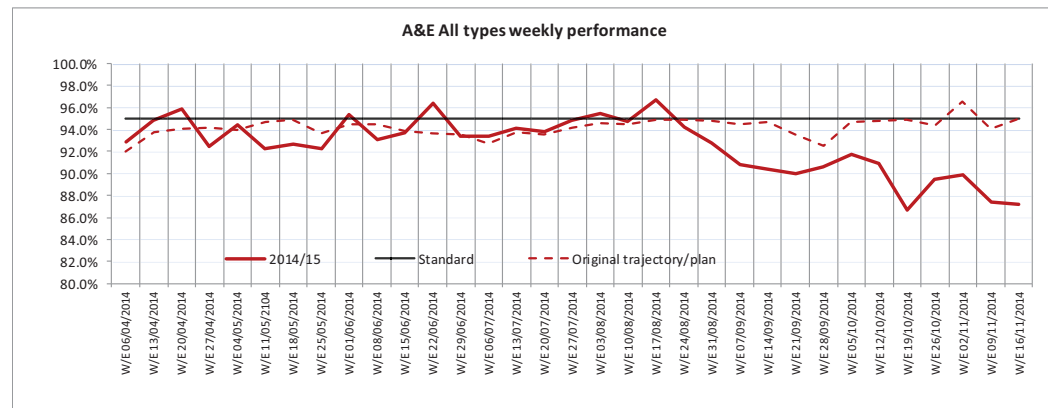
Unit: North West London London North West Healthcare NHS



Unit: Ealing Hospital London North West Healthcare NHS



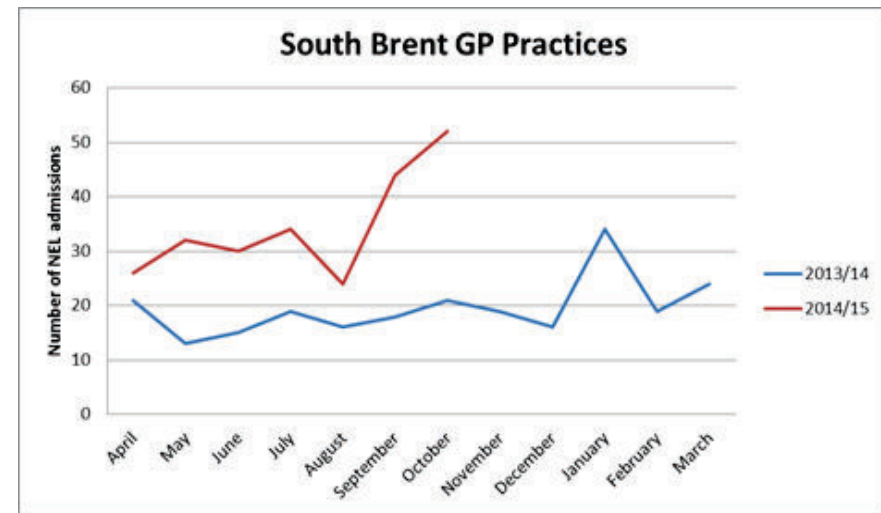
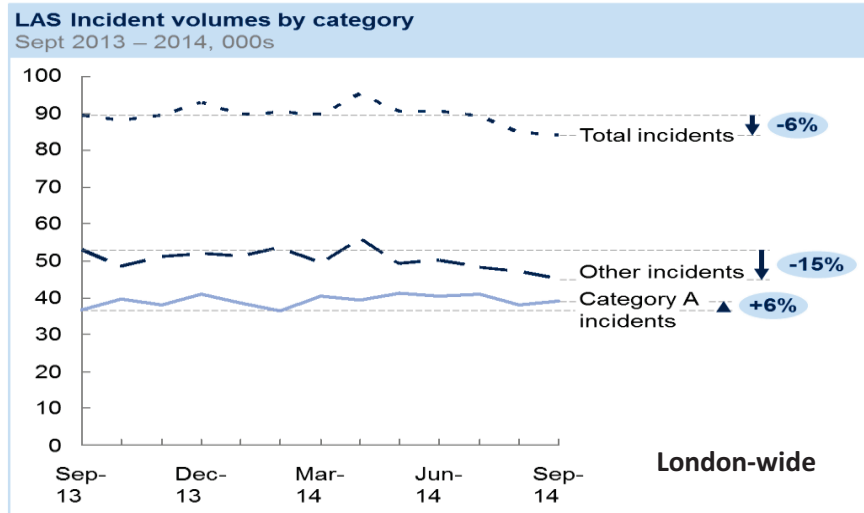
Unit: London North West Healthcare NHS



- NPH's 4-hr performance (all type) has historically fluctuated between 90-95%, since August 2014 this has dropped to 85-90%.
- Ealing's historically achieved 95-100% all types, since August this has dropped to 87%
- The combined effect is that LNWH's performance is currently between 86-90% week-on-week.
 - At NPH - Bed capacity issues (49% of breaches), waiting for treatment decision in ED (20%), waiting for first clinician (not triage) (6%)
 - At EHT - Bed capacity issues (46% of breaches), A&E assessment (29%), primary care assessment streaming (9%)

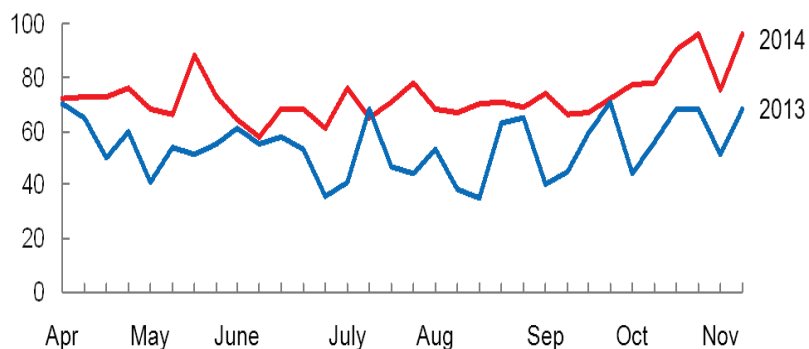
3. Performance issues – NPH Demand (1/2)

1 LAS category A incidents increasing 6% and category C decreasing 15%



Significant increase in Blue call arrival - NPH

Weekly Blue call arrival, Apr - Nov

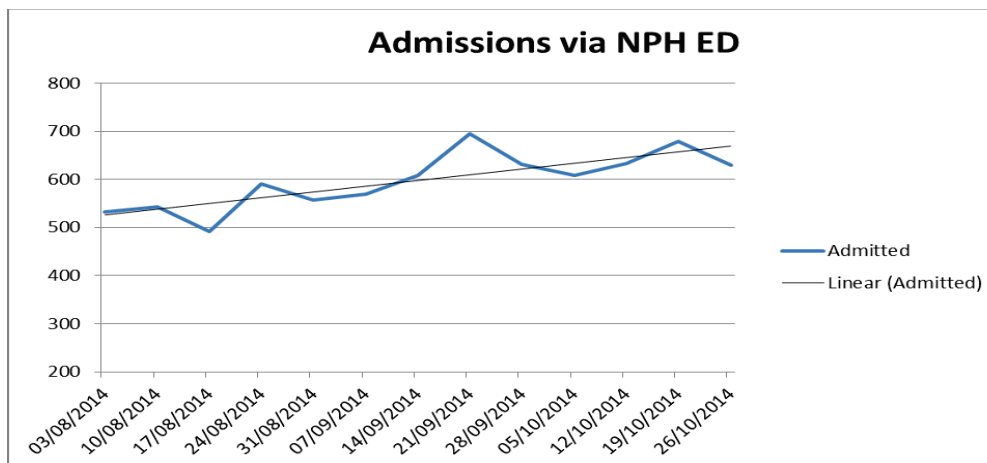
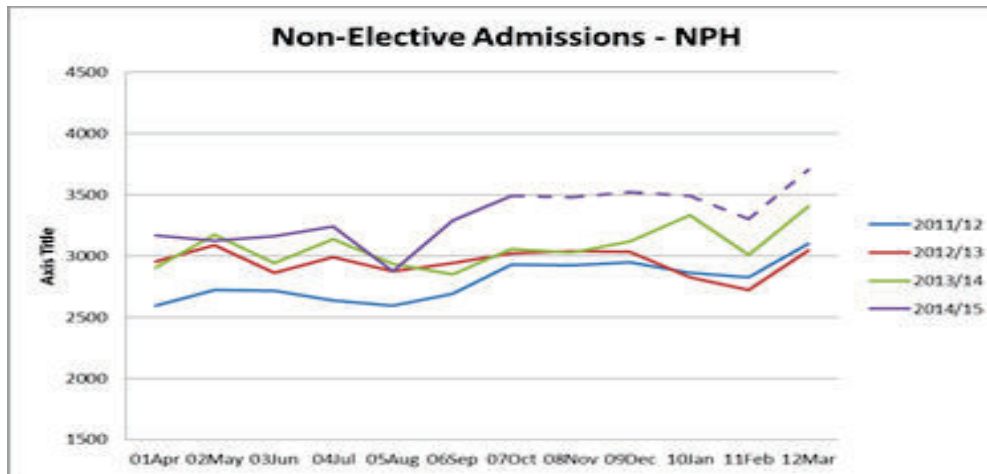


- LAS conveyances are bringing more R1/R2 patients; conversion ratio is up to 50% and blue calls are now at highest level (18 month period) at 13/day.
- Admissions are coming from GPs in South Brent, especially via a direct route to the Trust, over and above what was referred to prior to CMH emergency pathway. This has increased from an average of 30 per month to 47.5 per month post closure.

SOURCE: LAS weekly data

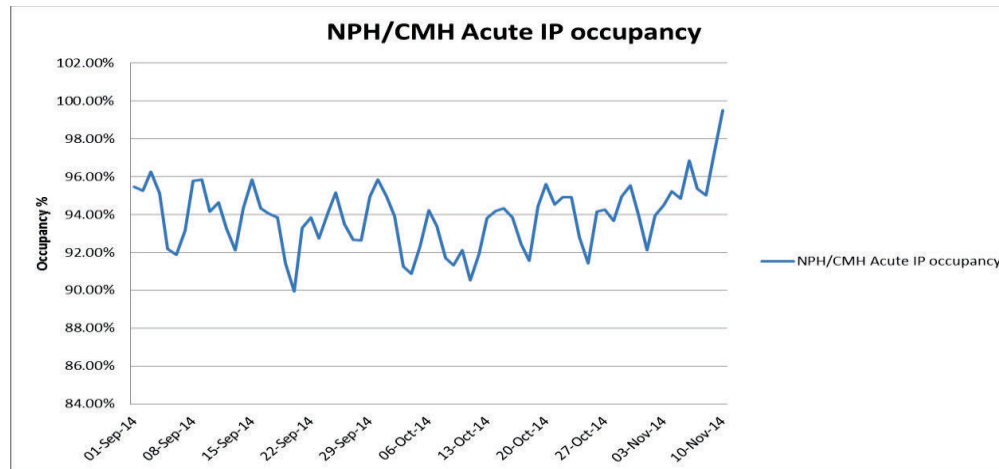
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3. Performance issues – NPH Demand (2/2)



- Attendance has been relatively flat but admissions at M7 have increased by 1348 compared to same period last year (20,999 in 13/14 compared to 22,347 in 14/15) and with a month/month (3 yr avg) seasonality percentage change projected is 39,847 FY increasing the risk of higher occupancy than planned.
- A&E closure plan indicated 12 additional admissions per day to NPH. Current average since closure is 17.5 per day on with average LoS of 4.45. Increase above 12 is on 62% of days since closure.

3. Performance issues – NPH Capacity

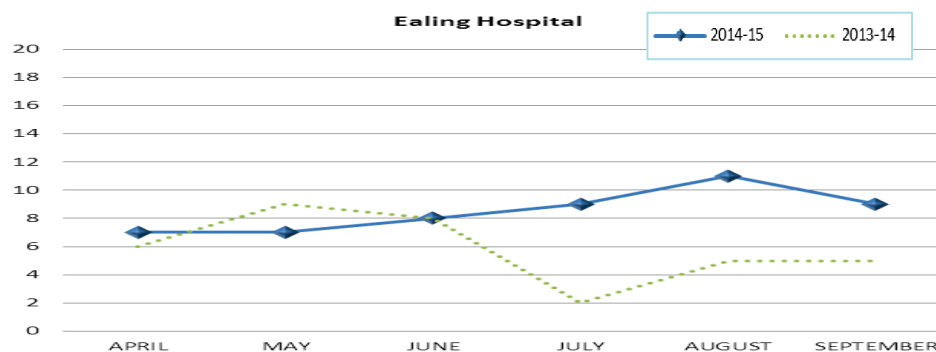
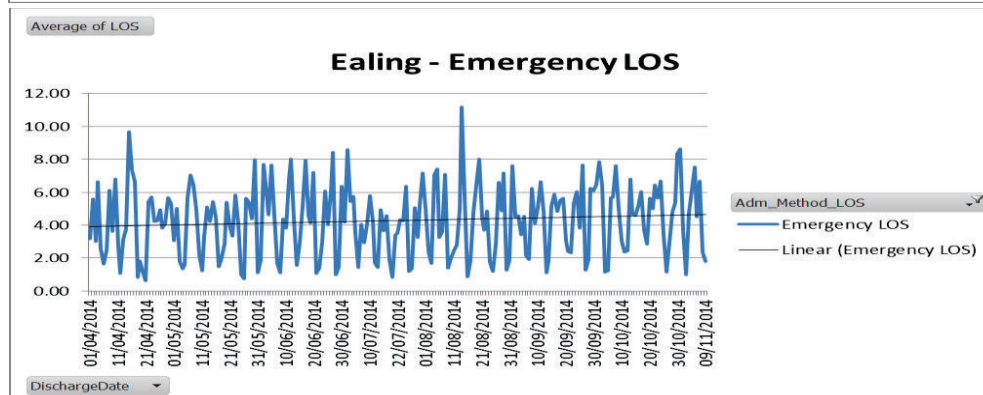
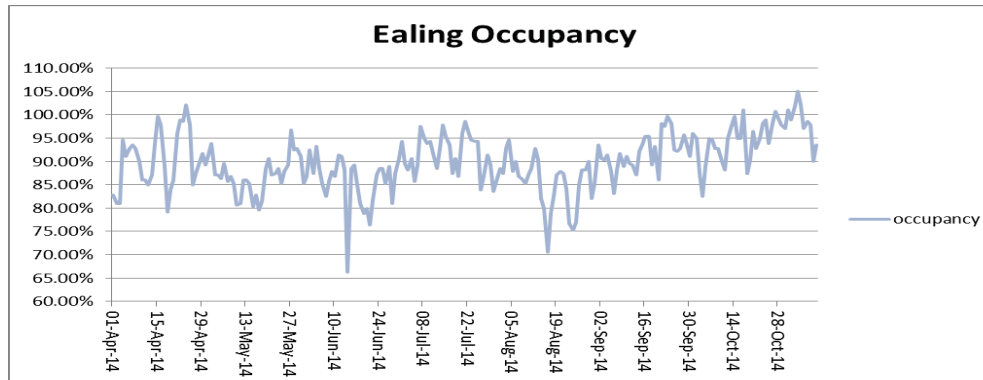


Category	Required bed capacity	Current bed capacity	Shortage / (overage) in bed capacity
Medical inpatient	203	181	22
Specialist beds	213	197	16
Elective surgery	35-42	27	8-15
Closure of CMH A&E	28	-	28
Winter beds (Nov to Apr)	30	-	30
TOTALS	687-694	583	104-111

% Breaches by Category pre and post Central Middlesex (CMH) Closure					
Breach Category		Before		After	
		EHT	NWP	EHT	NWP
Process	A&E	32.7%	41.2%	36.93%	29.53%
	Capacity	28.6%	34.2%	41.46%	48.25%
	Specialty review	1.5%	4.1%	0.83%	4.62%
Clinical Exception	Patient	14.5%	8.8%	7.57%	4.82%
Support Services	Investigation	0.5%	2.1%	0.09%	2.04%
	Transport/Transfer	2.0%	0.1%	0.74%	0.19%
	UCC	16.8%	2.9%	6.09%	4.50%
Other	Other	3.3%	6.7%	6.28%	6.06%
Grand Total		100.0%	100.0%	100.0%	100.0%

- Northwick Park has an underlying bed shortfall of 104 beds
- Occupancy was stable below 98% before Sept but is now at 99%
- Capacity breaches post CMH closure have increased by 14% at NPH.

3. Performance issues – EH Capacity & throughput



- Lack of escalation capacity has increased bed occupancy from 90% (Apr to Aug) to 99%
- Poor level of staffing on wards in Sept – Nov
- ALOS increasing 20% (from 4.13 to 4.93) from Apr to Oct which seems to be driving the occupancy up
- DTOC is up to 14 (5% of bed base)
- Roles are not well defined and has led to poor escalation of delays or transfers out of the site
- Increase in late referrals from Care UK (UCC)

3. Factors affecting performance: Conclusion

NPH

- The primary cause of breaches is a lack of beds at the acute site impacting on flow (~50%). There appears to have been a change since August in blue light calls resulting in the proportion of patients requiring admission increasing, whilst attendances have remained relatively flat.
- The secondary cause of breaches (~25%) is outflow delays in ED mean that ED capacity to see new arrivals is taken up by patients waiting for beds which causes queues for LAS arrivals and delays patients requiring assessment. This may be impacted by the lack of flow resulting in no available cubicles in which to see patients(10%). However, it should be noted that whilst the new ED is significantly larger than the existing facility, it has the same number of cubicles so there will be no change in breaches caused by lack of cubicle space.

EHT

- The primary cause of breaches is a lack of flow (~50%). This seems to have been caused by an increase in bed occupancy, which is driven by a growth in the LoS on a relatively flat number of admissions.
- The second largest cause of breaches is A&E assessments. Recent exception reports indicate that shifts are generally staffed, some arise from late referral from the UCC and requirement for improvement in processes.
- Finally there is a number of breaches (~10%) due to primary care streaming. This arises from late referral from the UCC for referrals to specialist pathways which needs to be managed through an alternative process than via A&E.

4. SRG plan

	Issue	Action	Implementation date	Expected performance improvement (reduction breaches per week)	Delivery risk rating
DEMAND	• LAS conveyances	• LAS to request change to IC process. All crews to contact IC before conveyance to NPH.	• 24 th Nov 14	• Reduction in Conveyance numbers to NPH.	
	• South Brent GP referrals	• Communication to South Brent GP practices to request referral to St Mary's	• 24 th Nov 14	• Reduction in direct GP referrals to assessment units and via AE.	
	• LAS conveyancing	• LAS – Enforcing IC thresholds & Postcode redirects	• 26 Oct 14	• Increased number of redirections away from NPH.	• Green
	• Non-elective admissions - avoidance schemes	• STARRs - Social worker attached to STARRs to work directly in AE to facilitate discharge.	• Oct 14	• Reduction in NEL admissions.	• Complete
	• Whole systems working	• Bring forward BCF Schemes • STARRs • Re-ablement • Integrated care	• On-going	• Reduction in NEL admissions.	• Planned
	• NPH Outflow	• Improve day discharges; rapid triage to start early treatment or discharge where admission not needed • Increase pathways to other assessment units (AAU/SAU/Ambulatory Care/Gynae Direct and STARRs)		• Expected improvement of 28 breaches per week from January 2015.	

4. SRG plan

	Issue	Action	Implementation date	Expected performance improvement (reduction breaches per week)	Delivery risk rating
CAPACITY	• Additional Bed capacity at NPH	<ul style="list-style-type: none"> Evelyn Ward (2) Use of Private capacity (6) Cardiology beds (8) Old AE obs beds (10) Salmon Ward (4) Byrd Ward (2) 	<ul style="list-style-type: none"> 10th Nov 14 10th Nov 14 17th Nov 14 Mid Dec 14 24th Nov 14 1st Dec 14 	<ul style="list-style-type: none"> 4 breaches 11 breaches 7-8 breaches 21 breaches 2 breaches 4 breaches 	<ul style="list-style-type: none"> Complete Complete On track On track On track On track
	• Additional Bed capacity at EH	• 5 North (23)	• 17 th Nov 14	• 29 breaches	• On track
	• Ealing SR 2 Schemes	<ul style="list-style-type: none"> Nurse leadership for CDU Education Programme targeted at Asian Community – Direct Ealing Liaison Psychiatric Nurse support from WLMHT to UCC(Care UK), 	• Planned implementation as SR 2		• Planned
DEMAND & CAPACITY	• Ealing SR 1 Schemes	<ul style="list-style-type: none"> RAT Community MH(WLMHT) UCC/WLMHT Social Services support Supported Discharge LAS – Community Involvement Officers 	• Being implemented as SR 1		• Green
THROUGHPUT	• EH Length of stay	• LOS working group to stabilise and reduce rising LOS		• Reduction in aLOS linked to improved occupancy and reduction in capacity breaches.	
	• EH DTOC	• Redefinition of roles and responsibilities to ensure robust bed management at EH and escalation to improve LOS and in day capacity		• Reduction in occupancy and improved time of discharge, and reduction in capacity breaches.	
	• EH	• Review of specialist pathways within ED and improve use of Assessment areas		• Reduction in capacity breaches as more space available in ED to see new arrivals..	

4. SRG plan

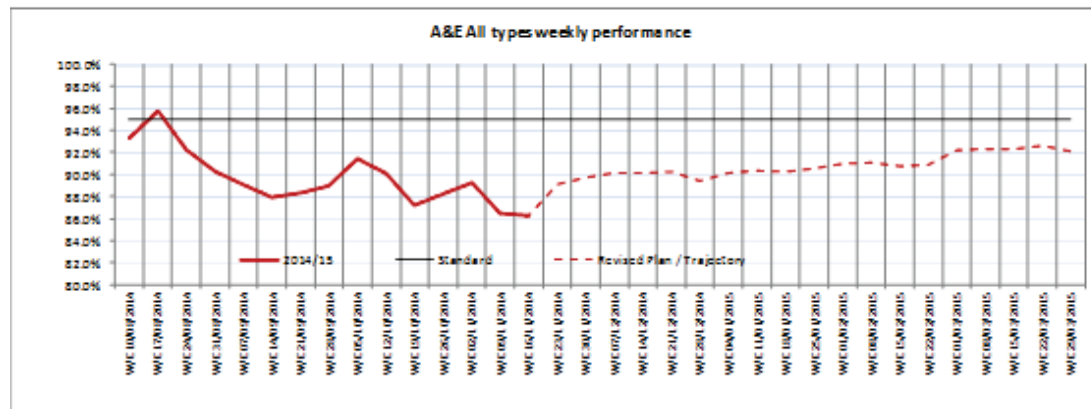
- The NWLHT trajectory has been re-cast following a review of recent activity/performance and additional schemes that will have a positive impact during the remainder of 2014/15.
- The EHT trajectory has been agreed with Ealing CCG at their SRG and underpinned the submission linked to tranche 2 of winter funding.

Revised plan to recover performance

Unit: North West London

Stronger
Together

London North West Healthcare NHS Trust



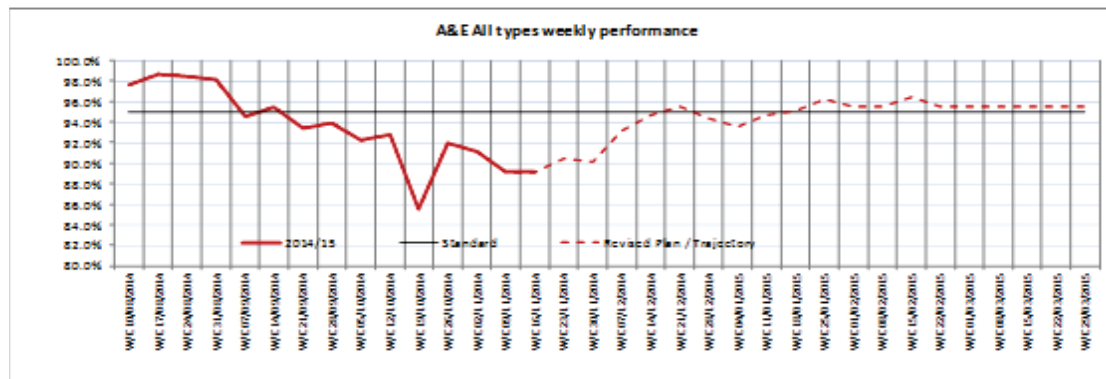
- Actual performance to w/e 16/11/14.
- Included seasonal dips in performance for Ealing site.
- Phased introduction of Escalation beds at Ealing site. 10 starting 24th November – phasing remainder in over 1 week period.

Revised plan to recover performance

Unit: Ealing Hospital

Stronger
Together

London North West Healthcare NHS Trust



- The trajectory has been completed following a review of the NWLHT agreed trajectory and Ealing's trajectory agreed with by the Ealing SRG. Actual performance to w/e 16/11/14.

SOURCE: Source

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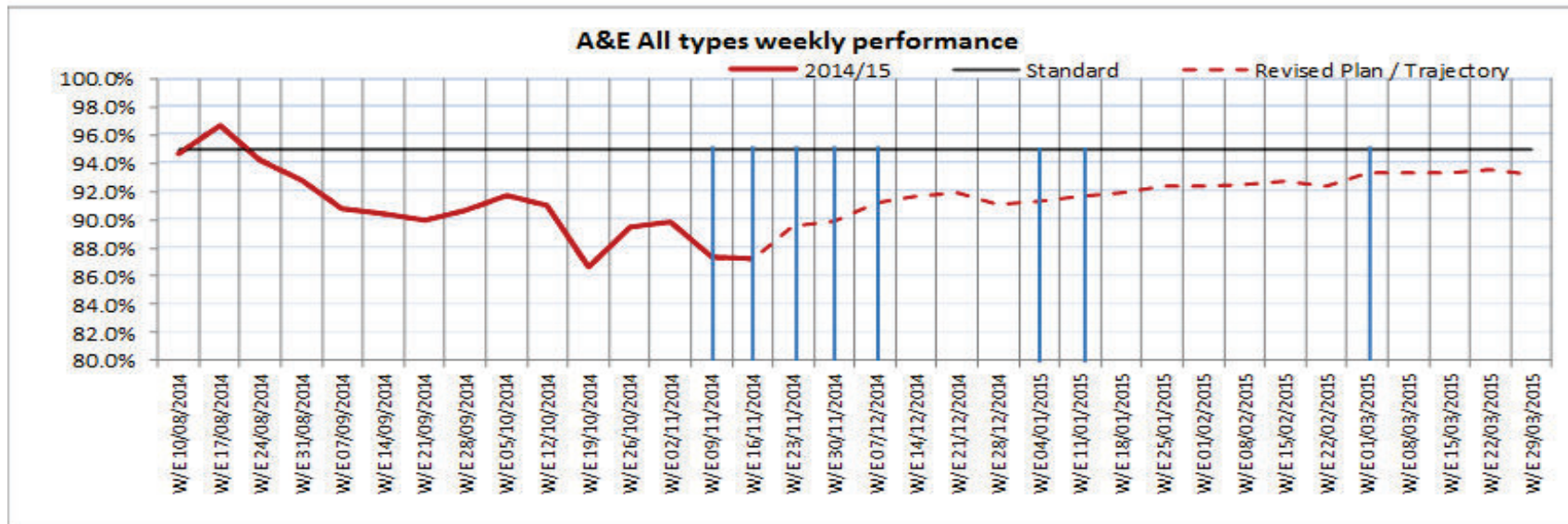
4. SRG plan

Revised plan to recover performance

Unit: London North West Healthcare



London North West Healthcare NHS Trust



Key actions affecting trajectory

W/E 09/11/2014	NPH: 8 additional beds
W/E 16/11/2014	EH: 10 additional beds, NPH
W/E 23/11/2014	EH: 13 additional beds, NPH 8 additional beds.
W/E 30/11/2014	NPH: 4 additional beds.
W/E 07/12/2014	NPH: 10 additional beds post AE closure. Expected impact week after.
W/E 04/01/2015	NPH: Impact starts for McKinsey support work. 28 breach reduction per week.
W/E 11/01/2015	NPH: 2 additional beds.
W/E 01/03/2015	NPH: 20 additional beds.

Appendix

Appendix: SRG plan

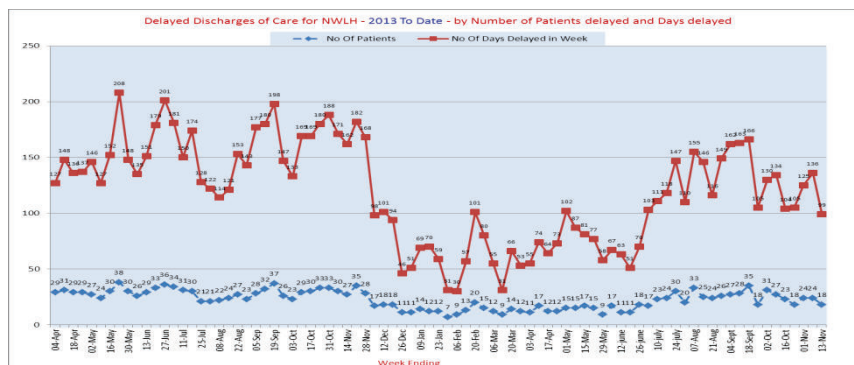
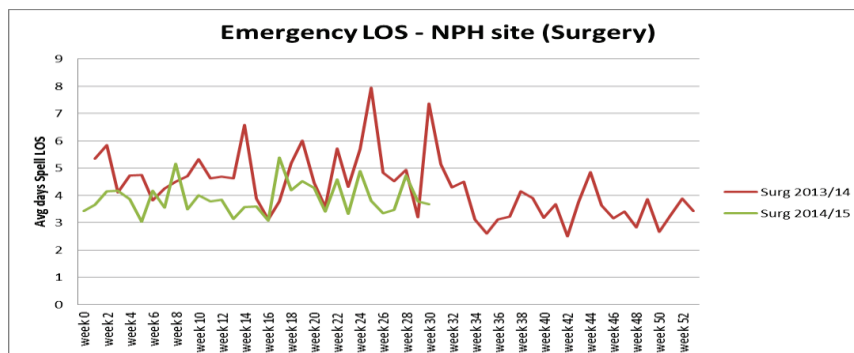
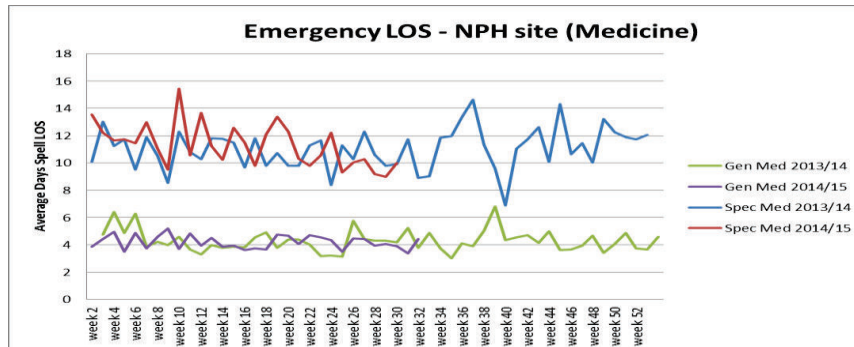
Week	Weekly All types				YTD All types		
	Ealing	NWLH	LNWH		Ealing	NWLH	LNWH
W/E 23/11/2014	90.464%	89.104%	89.561%		95.252%	91.073%	92.456%
W/E 30/11/2014	90.150%	89.693%	89.837%		95.115%	91.033%	92.382%
W/E 07/12/2014	93.169%	90.174%	91.138%		95.062%	91.009%	92.347%
W/E 14/12/2014	94.726%	90.139%	91.618%		95.053%	90.986%	92.328%
W/E 21/12/2014	95.500%	90.196%	91.862%		95.064%	90.965%	92.316%
W/E 28/12/2014	94.336%	89.367%	91.054%		95.046%	90.926%	92.285%
W/E 04/01/2015	93.503%	90.171%	91.270%		95.010%	90.909%	92.261%
W/E 11/01/2015	94.703%	90.313%	91.650%		95.003%	90.895%	92.248%
W/E 18/01/2015	95.114%	90.291%	91.857%		95.006%	90.881%	92.239%
W/E 25/01/2015	96.276%	90.507%	92.420%		95.035%	90.873%	92.243%
W/E 01/02/2015	95.500%	90.926%	92.358%		95.045%	90.874%	92.246%
W/E 08/02/2015	95.500%	91.057%	92.529%		95.055%	90.878%	92.252%
W/E 15/02/2015	96.398%	90.799%	92.675%		95.085%	90.876%	92.261%
W/E 22/02/2015	95.500%	90.902%	92.382%		95.094%	90.877%	92.264%
W/E 01/03/2015	95.500%	92.157%	93.267%		95.103%	90.905%	92.286%
W/E 08/03/2015	95.500%	92.302%	93.353%		95.111%	90.935%	92.309%
W/E 15/03/2015	95.500%	92.295%	93.355%		95.120%	90.964%	92.331%
W/E 22/03/2015	95.500%	92.613%	93.563%		95.128%	90.999%	92.357%
W/E 29/03/2015	95.481%	92.141%	93.232%		95.135%	91.022%	92.375%

- The table shows the revised trajectory through weekly performance across the sites and for LNWH.
- The YTD figure accounts for actual performance up to the w/e 16/11/14.
- W/E 23/11/14 All Types:
 - Ealing – 91.20%
 - NWL – 86.39%
 - LNWH – 88.00%

Appendix: Intelligence conveyancing

	Hour of day																	
Row Labels	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	Grand Total	
Northwick Park	35	25	24	26	38	42	34	34	30	36	26	28	27	36	29	25	495	
14/11/2014	4	8	5	5	7	6	6	7	7	4	5	4	4	3	2	4	81	
15/11/2014	7	1	1	4	4	6	4	5	7	5	5	2	3	7	5	3	69	
16/11/2014	7	3	2	1	3	7	5	6	3	7	6	5	3	5	5	4	72	
17/11/2014	7	1	4	5	4	7	7	4	2	2	6	3	6	4	3	4	66	
18/11/2014	2	4	4	6	5	6	8	6	3	3	3	5	4	5	5	2	71	
19/11/2014	5	5	5	1	4	5	5	5	4	5	1	4	4	5	4	4	66	
20/11/2014	3	3	3	4	11	5	2	3	4	6	3	2	5	8	4	4	70	
Ealing	13	12	22	10	19	21	22	16	15	18	14	19	13	14	11	14	253	
14/11/2014	2	4	5	1	1	3	3	1	3	3	3	2	3	1		2	37	
15/11/2014	2		4	1	3	1	4	3	2	3	3	3	1	3	3	1	37	
16/11/2014			2	1	6	4	2	3	2	3	3	1	1	3	2	3	36	
17/11/2014	4	1	2	1	1	6	2	3	1	5	1	4	2	2	1	2	38	
18/11/2014	1	3	4	3	1		3	2	1	2	1	4			3	2	30	
19/11/2014	2	3	1	2	2	5	5	3	3	1	1	4	3	3	1	2	41	
20/11/2014	2	1	4	1	5	2	3	1	3	1	2	1	3	2	1	2	34	
Hillingdon	20	21	24	25	24	22	22	24	19	27	16	20	17	30	22	18	351	
14/11/2014	4	4	2	2	2	3	7	3	2	3	2	5	2	4	4	4	53	
15/11/2014	4	1	5	2	3	4	2	1	2	7	4	2	3	6	3	3	52	
16/11/2014	3	4	3	5	5		3	2	2	4	2	5	1	4	4	4	51	
17/11/2014	2	3	2	3	5	2	3	4	4	4	3	2	5	3	2		47	
18/11/2014	1	3	1	4	2	5	1	6	2	4	2	2	2	3	1	2	41	
19/11/2014	4	2	5	4	3	4	1	4	2	3	2	1	2	6	4	2	49	
20/11/2014	2	4	6	5	4	4	5	4	5	2	1	3	2	4	4	3	58	
St Marys, W2	8	18	23	25	32	30	22	28	24	26	19	13	30	27	20	20	365	
14/11/2014		3	2	4	6	2	3	4	4	4	1		4	3		3	43	
15/11/2014		1	2	4	4	5	4	5	3	4	2	2	5	5	4	3	53	
16/11/2014	2	2	4	3	2	5	2	2	4	3	4	1	3	4	4	3	48	
17/11/2014	1	3	3	4	4	4	3	7	1	4	2	5	4	4	4	3	56	
18/11/2014	1	3	3	2	6	6	5	3	5	6	3	2	3	5	5	2	60	
19/11/2014	1	1	3	7	5	4	3	3	2	2	3	2	7	4	2	2	51	
20/11/2014	3	5	6	1	5	4	2	4	5	3	4	1	4	2	1	4	54	
Chelsea & Westminster	10	9	23	15	19	21	23	9	19	14	13	18	11	18	10	14	246	
14/11/2014	1	2	3	3	3	2	5		1	1	1	2	1	1			26	
15/11/2014	4	2	3	1	3	3	2	2	2	3	2	1	2	3		2	35	
16/11/2014	1	3	1	1	2	3	3		3	1	4	3	2	3	1	3	33	
17/11/2014	2	1	4	5	5	4	2	1	1	4		3	3		1	3	39	
18/11/2014	2	2	2	2	1	1	1	1	3	1	3	5	2	6	3	2	37	
19/11/2014		1	5	3	3	3	6	2	3	2	1	2		1	3	1	36	
20/11/2014	1		3	2	5	4	3	6	3	3	2	3		4	1	3	40	
Charing Cross	14	19	13	17	12	18	16	21	19	14	12	19	18	16	18	11	257	
14/11/2014		3	3	1	3	2	3	4	7	3	2	5	3	1	4	2	46	
15/11/2014	2	3		2	2	2	2	3	3	1	1		1	3	1	2	28	
16/11/2014	4	2		2	1	2	4	4	1	1	3		5	2	1	3	35	
17/11/2014	2	4	4	4	3	2	1	2	1	1	1	2		3	4	1	35	
18/11/2014	2	1	4	3	1	5	2	4	2		1	6	3	4	2	1	41	
19/11/2014	2	5	1	2		2	2	1	2	4	4	4	1	2	2	1	35	
20/11/2014	2	1	1	3	2	3	2	3	3	4		2	5	1	4	1	37	
West Middlesex	14	14	16	19	25	22	25	20	17	24	23	14	23	19	17	19	311	
14/11/2014	2	2	3	1	4	4	3	2		1		2	1	3	4	2	34	
15/11/2014	4	2	3	3	3	7	4	4	4	2	5	5	4	6	2	2	60	
16/11/2014	2	2		2	2	2	5	2	1	3	6	2	3	3	4	2	41	
17/11/2014	1	2	3	4	2		2	5	2	6	1	3	4	1	1	2	39	
18/11/2014	3	2	3	3	4	5	2	1	4	3	2		4	1		1	38	
19/11/2014	1	2	1	4	5	1	3	4	4	4	5	1	4	2	4	5	50	
20/11/2014	1	2	3	2	5	3	6	2	2	5	4	1	3	3	2	5	49	
Royal Free	7	10	12	19	16	20	21	21	18	26	9	15	22	11	15	21	263	
14/11/2014		3	1	2	3	1	3	1	4	7	3	2	5	3	1	2	41	
15/11/2014	2	4	2	2	2	2	5	4	2	1	1	1	3	2	5	3	41	
16/11/2014	1		1	2	4	3	4	4	3	4	1	4	2	1	1	3	38	
17/11/2014	2	2		5	4	2	4	2	4	6	1	3	2	2	3	3	45	
18/11/2014	2	1	3	4	1	6	2	1	1	4		1	1	2		3	32	
19/11/2014			3	4		2	2	2	4	3	2		2	3	1	2	32	
20/11/2014			2		2	4	1	5	1	2	2	3	2	6	3	3	34	
Grand Total	121	128	157	156	185	196	185	173	161	185	132	132	146	161	171	142	142	2541

Appendix: NPH LoS and DTOC



- ALOS has been static or decreasing with 4.45 ALOS in Oct 14 compared to 4.89 for the same period last year
- DTOC has been increasing but remains lower than last year with a desired threshold of 10 DTOCs with 20 patients on the pathway to discharge that all parties strive to meet

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