



London North West  
University Healthcare  
NHS Trust

# LNWHT Urgent and Emergency Care Bid: 32 bedded AMU modular new build

## Appendix Document

Brent Health and Wellbeing Board 25 July 2023



## Summary

An initial outline bid was submitted in February 2023.

A short form business case was submitted on 4 May 2023 to NHS England.

Support has been received from the following groups:

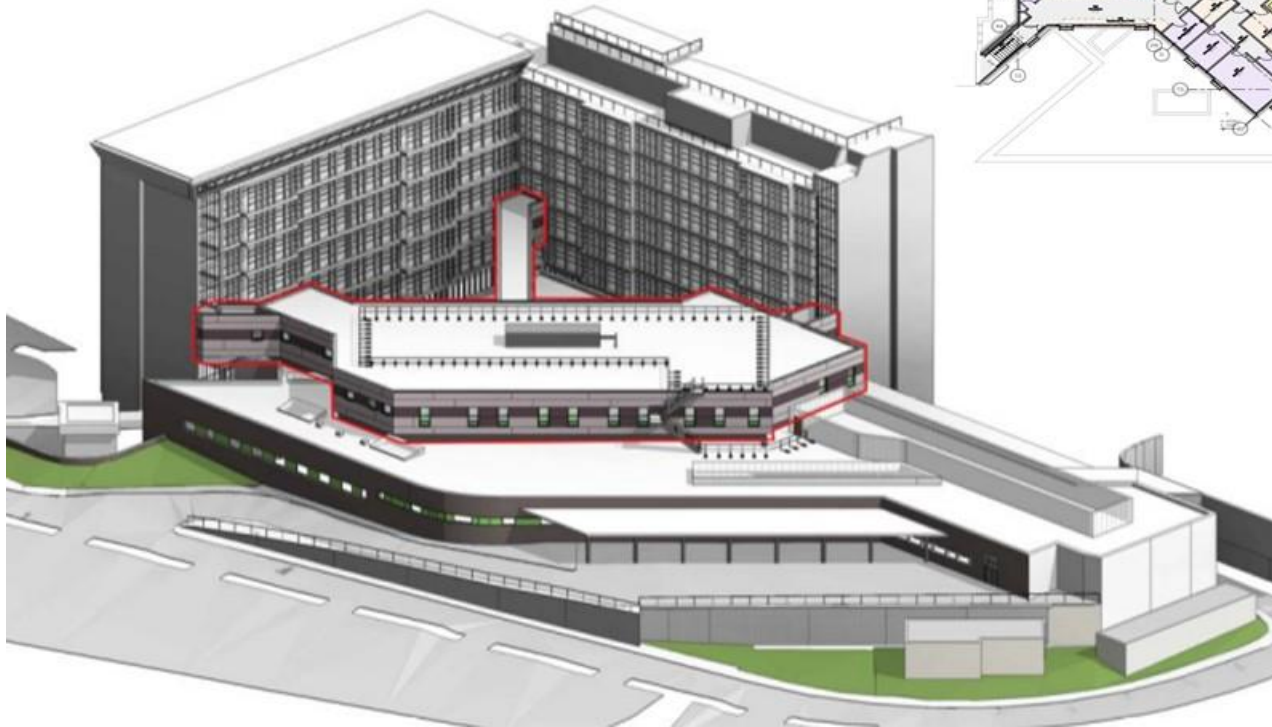
- NWL ICB
- NWL Urgent & Emergency Care Board
- NHS England Regional Team

Ahead of formal approval of the business case by NHS England, the Trust invested at risk to accelerate the estates enabling and planning works in parallel to the business case assurance process to pre-mitigate any delays in the business case approval and building supply chain steps.

The business case outlines a plan whereby the additional bedded capacity will ramp up from 1 October 2023, initially across the Trust's 3 sites and once the new build is complete, this capacity will transfer to Northwick Park site where the additional capacity is required to manage the demand.

External authorisation / bid sign off confirmation was issued by NHS England National Team on 8 June 2023.

# Summary Site Plan



# Case for change

## **Demand: Local assumptions for non-elective attendances and admissions growth next winter**

Our assumptions for Northwick Park site growth is based on:

- Attendances: Highest Type 3 attendances nationally (Public View)
- Admissions: 3rd highest total emergency admissions nationally (Public View)
- Ambulance arrivals: Northwick Park site is the single busiest site in London
- 4.4% type 1 arrival growth since 2019/20 baseline
- Increase acuity of arrivals with 11.5% ambulance blue light growth since 2019/20 baseline
- This has contributed to a 178% increase in the annual number of ambulance handovers over 60% minutes since 2019/20 baseline
- The Trust received over double the number of adult mental health attendances to NPH in comparison to other NWL Sector sites which block cubicles

## **Capacity: Getting It Right First Time (GIRFT) Review**

NHS GIRFT published Northwick Park site level review (27 Sept 2022) highlighted a flow problem as:

- *'AMU is not big enough, too reliant on downstream wards to create capacity early.'*

## **Daily pressures / site blocks time of day:**

- Start of the day
- Early evening aligned to LAS shift changes
- Late night following ambulance flow and need for further admissions but no bed flow

## Managing Site Safety - every day we are now:

- Cohorting up to 9 patients in corridors supported by LAS
- LAS early redirection to Ealing project
- Holding up to 10 mental health patients in our ED taking up clinical capacity
- Placing patients during the day on corridors in wards on all but 2 wards from 07:00 through to 18:00
- Bedding acute patients in our ward corridors overnight to create acute capacity to support front door demands and to release ambulances
- Resus at full occupancy
- Driving discharges daily to create flow
- Driving flow to ambulatory pathways

# Clinical performance benefits to the plan to build and staff a fit for purpose 32 bedded Acute Medical Unit offering a 7 day service with the benefits of:

## **Reducing the number of patients with protracted length of stay in the Emergency Department (ED) awaiting a medical bed**

- by being in the right ward environment with the Allied Health Care Professionals to support progression in their patient journey this will also support reduction in overall length of stay; this is not otherwise happening whilst patients are stuck in the ED
- the risk of increased morbidity and mortality due to prolonged length of stay within the ED, which is on the Trust's risk register will be reduced
- improve ambulance handover times by increasing free cubicle spaces within the ED in which to offload into
- improve non-admitted ED performance – a large number of acutely unwell patients are managed in the Rapid Assessment Unit (RAU) / ambulatory area of the department without the bed base to support this; there are limited cubicles for clinicians to examine patients which result in delays to treatment and increased risk to patients

## **Aligning with the number of AMU beds recommended by GIRFT**

- this will allow a greater proportion of patients to be admitted to AMU rather than directly to a longer stay ward; there is good evidence that Acute Physicians are better at discharging patients and reducing LoS; the 7 day service on this ward will also improve the weekend discharge profile

## **Synergistic effect with the other admission avoidance and flow schemes already running**

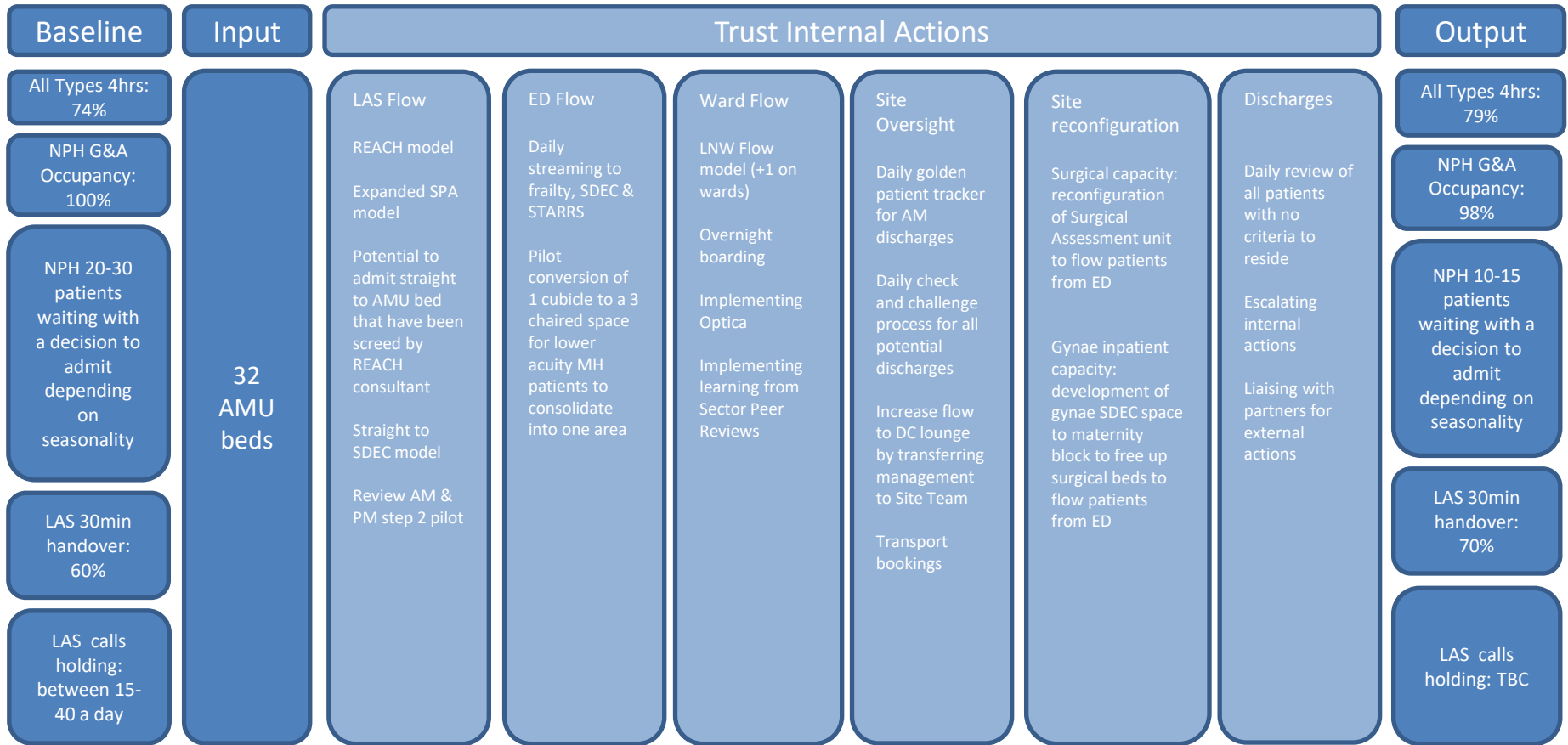
- REACH and the expanded SPA will support utilisation of SDEC and alternative pathways, alongside improved intelligent conveyancing with the LAS team to manage the ED front door attendances better; potential to admit straight to one of the three AMU for LAS arrivals that have been screened by REACH Consultant
- ADSOP – boarding of patients on wards to support flow through the wider organisation

## Operational benefits

- Improving patient safety in the community with less waiting ambulance calls holding.
- Addresses the pressures at peak times of the day (first thing, early evening linked to LAS shift change overs and late night when there is no more discharges/bed flow)
- Increasing the AMU bed base to acute standards with 2 ward round and 1 MDT daily
- Reducing the number of patients waiting in A&E daily with a Decision To Admit following the increased acuity of patient care following the pandemic and the increase in blue light ambulances to the site.
- Reducing the occupancy of the site's 7 resuscitation beds which will increase the safety of the emergency department and ability to offload blue light ambulances faster
- The additional 32 beds will enable Northwick Park to move closer towards right sizing the bed numbers to manage the demand, which strategically aligns to the NHS Getting it Right First Time 20222 site review.
- The additional beds will support a movement towards moving Northwick Park's bed occupancy closer to the sector average, despite the Trusts good position on inpatient length of stay
- The additional 32 beds will allow additional capacity to manage seasonal demand as there is no spare capacity for escalation beds on the site.
- Reduces the need for in sector ambulance diverts placing pressure on other A&E sites

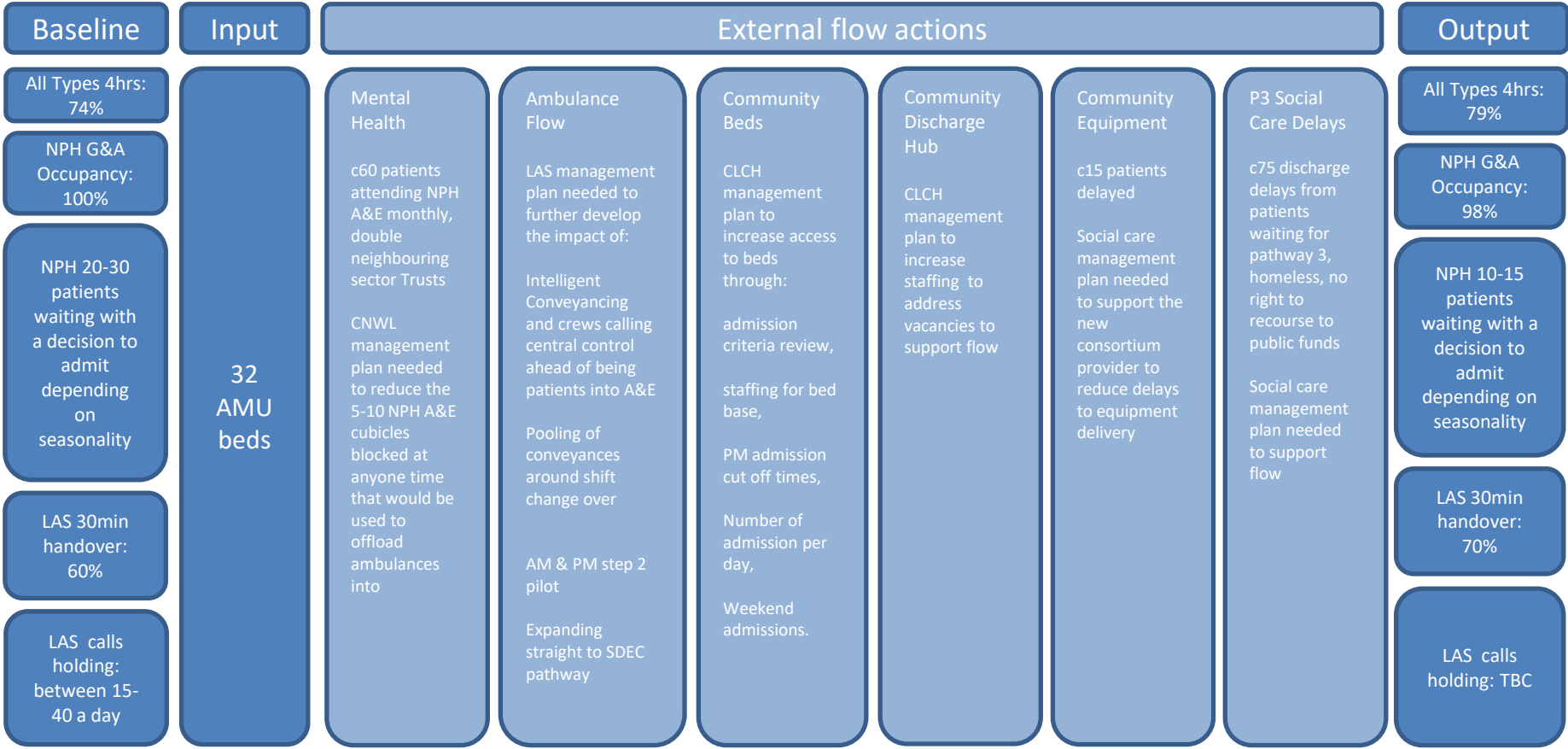
# Performance Actions: Trust internal actions

## Performance Actions: Trust internal actions for 2023





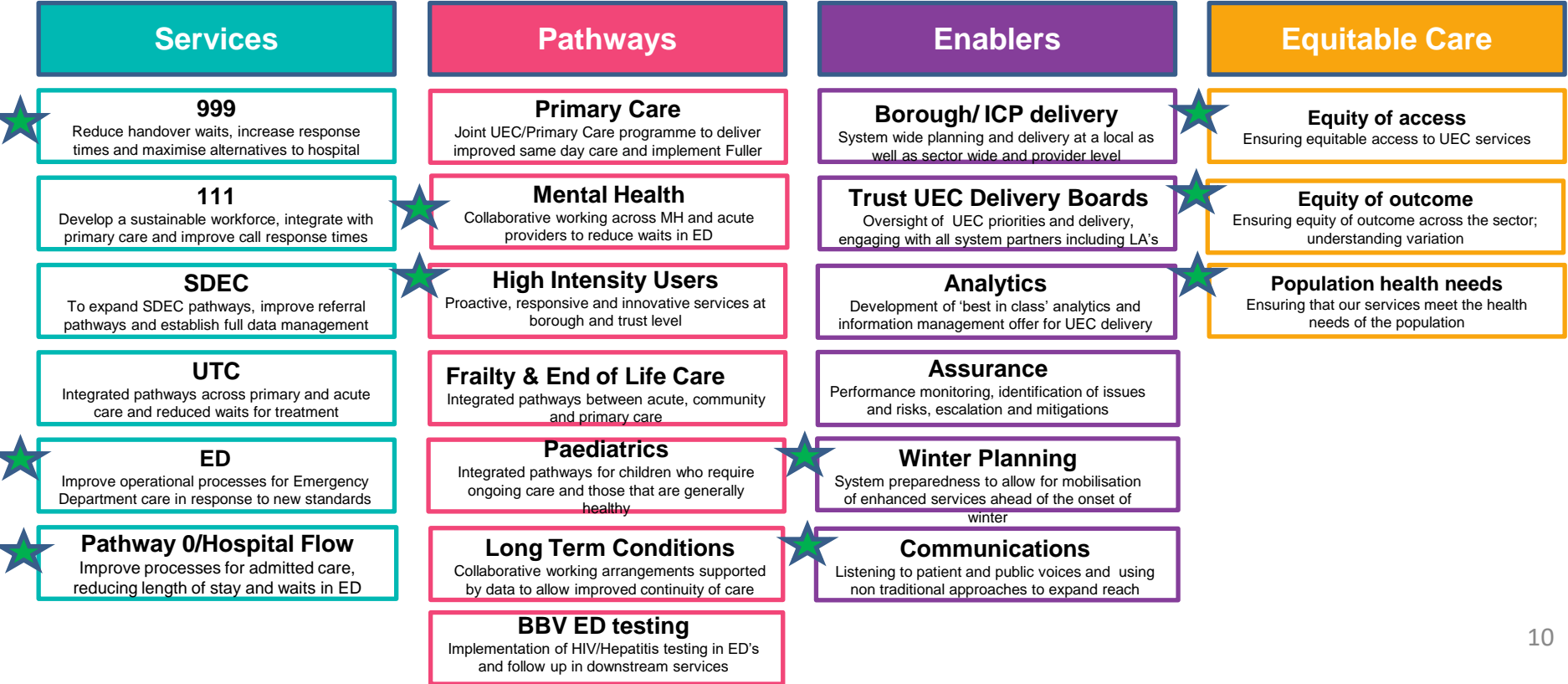
# Performance Actions: Support needed from partners for external flow actions for 2023



# How does the plan align to the North West London Integrated Care Board strategic and operational objectives?

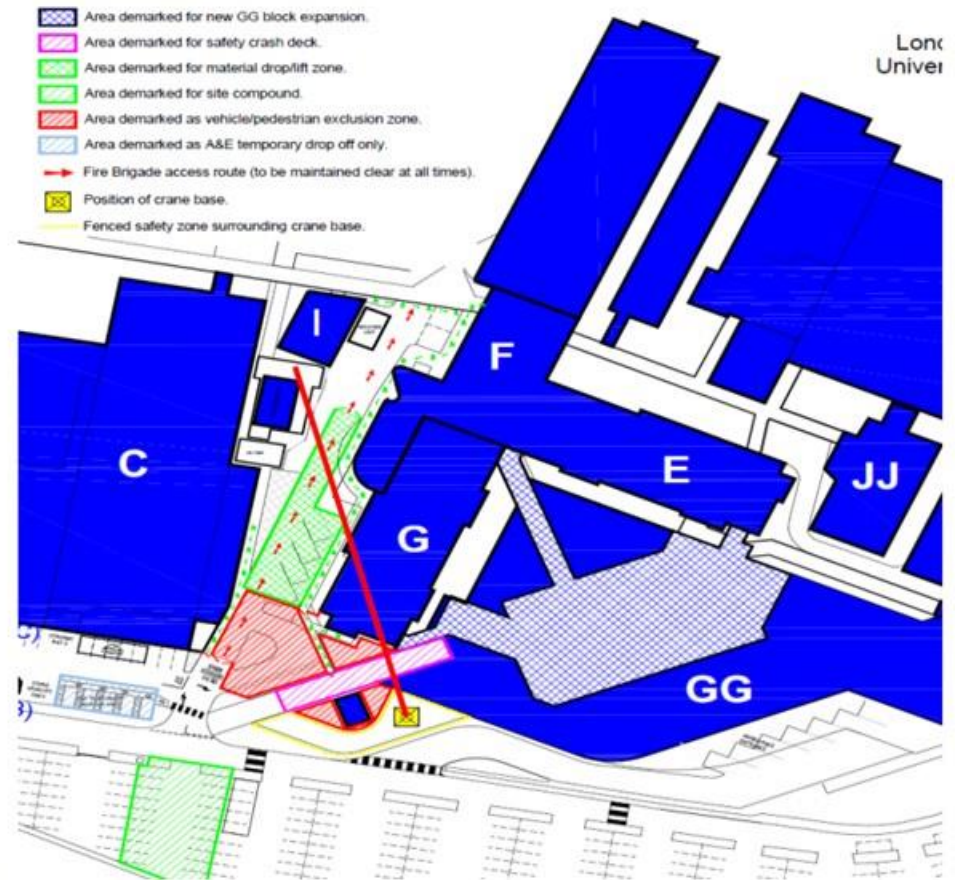
Below is the 2023/24 Sector UEC Delivery Programmes

★ Highlights where the additional beds will support the delivery programme



# Site Constraints: Tower Crane & Steel Drop Zone

1. **ED Patient vehicle drop off** to be relocated to C Block parking area. Agreed with Facilities & ED.
2. **ED Patient Entrance** remains fully open, with a protective link walkway, appropriate signage, security lighting. Agreed with ED.
3. **Vehicle/Pedestrian exclusion Zone.** Agreed with Facilities & ED
4. **Protected fire exit routes from:** F block, Chaucer ward, EDEC & Chapel. LFB access route maintained: Agreed with Fire Officer.
5. **Premier convenience store** at ED entrance to be closed by agreement for 6 Months. Terms agreed.
6. **Patient Transport services** to be relocated to the old A&E ambulance ramp to allow us to form new Materials Drop/Lift zone.
7. **Reduced P&D parking:** for 8 weeks only, whilst the Tower crane is being installed. Agreed with Facilities.
8. **Tower Crane location:** Fenced safety zone



3. Capital Estates costs. Provide further clarity as to how the costs are derived, the reasons for this, what mitigations have been made to reduce these costs and value for money tests.

### Architects 3D Impressions

