

Great Western Hospitals NHS Foundation Trust Update

Adults Care, Adults Health and Housing Overview and Scrutiny Committee

Date: 7 November 2017

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Wards: Swindon
Locality Affected: Swindon
Parishes Affected: Swindon

1. Purpose and Reasons

- 1.1 This report provides the Adults Care, Adults Health and Housing Overview and Scrutiny Committee with an update of key issues relating to Great Western Hospitals NHS Foundation Trust.
- 1.2 A key purpose of the Adults Care, Adults Health and Housing Overview and Scrutiny Committee is to hold providers of healthcare services to account.

As a provider of healthcare in Swindon, Great Western Hospitals NHS Foundation Trust is required to provide information on the planning and provision of healthcare services within the Borough and consult with the Committee on any planned substantial changes or developments.

2. Recommendations

The Committee is recommended to:

- 2.1 Note the report
- 2.2 Identify any areas of concern or interest that require further investigation.

3. Detail

- 3.1 This is a general update from Great Western Hospitals NHS Foundation Trust.

3.2 Preparations for winter at GWH and in the community

With winter – the traditional busy season of the NHS – upon us, the Trust has been working on its winter plans together with the CCG, SBC and other partners to prepare for what is likely to be a very challenging winter.

Some of the initiatives and measures being introduced include:

Further information on the subject of this report can be obtained from Kevin McNamara, Director of Strategy, Great Western Hospitals NHS Foundation Trust - 01793 604676, kevin.mcnamara@gwh.nhs.uk

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- Changing the working arrangements of staff to cover the periods when the Trust is expected to be at its busiest, such as in the early evening between 6pm and 9pm
 - Increasing the number of staff working in the Urgent Care Centre at GWH, which will help patients to be triaged quicker on arrival.
 - Expanding the Acute Medical Unit to allow for more trolleys to be available for patients, as well as giving the team space to assess patients in one area rather than being split between the existing unit and the Emergency Department.
 - Scaling back on clinic work and elective surgery during the holiday time will mean there are more senior clinicians on hand to help care for an increase in emergency attendances and admissions.
 - More cardiology nurses in the Emergency Department will mean that patients arriving with chest pains – one of the most common reasons for a visit to hospital – can be seen by a specialist much sooner.
 - Freeing up beds in the Shalbourne Private Health Care ward will provide the Trust with much-needed extra capacity during extremely busy periods.
 - Improving communication between the teams at GWH and the Swindon Intermediate Care Centre (SwICC) to ensure that those patients moving between the two facilities experience a smooth and supported journey.

3.3 Update on Emergency Department performance

While the notion of warmer summer months being a period of respite for the NHS no longer remains, the Trust did see some improvements in its Emergency Department performance throughout August, despite teams still dealing with a significantly high number of patients.

More than 90 per cent of patients (90.9) were either admitted, treated or discharged within four hours of arrival at the Emergency Department, which is a stronger performance than what the Trust had originally anticipated for August.

This is also a marked improvement on previous months' performance – in July, 87.4 per cent of patients were seen within four hours as we work towards achieving the national standard of admitting, treating or discharging 95 per cent

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of patients within four hours.

While improvements were seen across many areas during August, the Trust was still experiencing a high volume of patients who were unable to leave hospital, despite being well enough to return home or to another care setting.

Emergency admissions were up during August 2017 compared to the same month last year and while the number of attendances was slightly fewer than the previous year, the decline is not indicative of a drop in people coming to hospital as anything up to 700 patients a month, who would have otherwise visited ED, are now seen by teams working in the new Ambulatory Care Unit and GP Medically Expected Unit.

3.4 Update on 500 Lives

In 2015, the Trust launched its overarching safety and quality vision for the coming five years – to save an extra 500 lives through the continuing provision of safe care, adoption of best practice and implementing new and innovative ways of working.

As the halfway mark approaches, the Trust is pleased to report that 217 extra people are alive today and spending valuable time with family and friends thanks to the work being carried out by teams at the Great Western Hospital and in the community across Swindon.

It means the Trust is currently on track to hit the all-important 500 mark by, or even before, the year 2020.

Clinicians have calculated this score by comparing the number of actual hospital deaths at the end of the year with the number of deaths that were expected to happen at the beginning of the year.

The Trust's ongoing success in identifying and treating serious conditions, such as sepsis and acute kidney injury, at the earliest opportunity has been a major contributor to this sustained good performance.

Looking ahead, new technologies, such as the state-of-the-art eObservations system, which will help clinicians to recognise deteriorating patients sooner, will only take the Trust closer to achieving its overall goal.

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3.5 Red2Green initiative helps patients get home quicker

The Trust has signed up to a new way of working which is helping patients get home from hospital quicker by enabling teams to spot potential delays much sooner than before.

Red2Green, which has been rolling out across various wards and departments since July, works on the premise that every day of a patient's stay in hospital can be defined as either red or green.

A red day is any day that does not justify a patient being in hospital – for example, a day spent waiting for test results to arrive.

On the other hand, a patient will have a green day when they receive any care, treatment or support that contributes to their departure from hospital.

Teams working in areas where Red2Green is established will start each day by looking at the patients they have and, for each person, asking whether it will be a red or green day.

Red day patients can then be highlighted with teams able to work together early on to resolve the issues and turn the day from red to green.

More than 15 areas at GWH are currently using Red2Green and it's expected that all remaining wards and departments will be on board with the initiative by the end of 2017.

3.6 A stronger, more resilient community nursing service

When the Trust took on responsibility for Adult community Health Services from the previous provider in October 2016, community nursing was a key risk area with shortages of qualified staff and lack of systems, governance and processes. Over the last year the community nursing services has been a key priority as a cornerstone of out of hospital care both supporting primary care but also helping prevent admission to hospital and helping improve discharges.

This work has progressed well with recruitment a particular success story. With only a small number of vacancies remaining, and a further six staff starting in the next six weeks, this puts the service, and the wider system in a better position as we head into winter. As an example of the progress being made, for Band 6 District Nurses, a key group of staff, when we took on the service there were

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three people in post, we now have ten who will be supported through further specialist training qualifications.

This all helps contribute to improved performance as we see a reduction in the number of outstanding visits, month on month and compared to the same time last year and also steady improvement in the number of urgent patients being seen on the same day – again compare to the same period last year.

There is still a lot of work to do, but the foundations are steadily improving for the transformation work that continues to redesign how the service and support patients out of hospital.

3.7 Health secretary sends personal letter of congratulations

Staff working across the Outpatients department at GWH have been personally congratulated by the Secretary of State for Health following a recent strong performance in the Friends and Family Test.

Jeremy Hunt MP wrote a personal letter of congratulations to the team in August after learning of their near-perfect 97 per cent score in the patient feedback survey for June.

In his letter, Mr Hunt wrote: “The Trust is a real example to others, demonstrating how to ensure your patients get the care that they deserve.

“From visiting organisations throughout the country, I know that the immense amount of work that will have been behind this outcome cannot be underestimated. This is a testament to the hard work and dedication of the Trust’s staff.”

The letter concluded with the Health Secretary asking for his personal thanks to be shared with each and every member of the department.

4. Alternative Options

4.1 None

5. Implications, Diversity Impact Assessment and Risk Management Financial and Procurement Implications

5.1 None

Legal and Human Rights Implications

5.2 None

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- All Other Implications (including Staff, Sustainability, Health, Rural, Crime and Disorder)
- 5.3 None
- Diversity Impact Assessment
- 5.4 None
- Risk Management
- 5.5 None
- 6. **Consultees**
- 6.1 The Director of Finance (Section 151 Officer) and Director of Law and Democratic Services (Monitoring Officer) are consulted in respect of all reports.
- 7. **Background Papers**
- 7.1 None
- 8. **Appendices**
- 8.1 None