

Great Western Hospital NHS Foundation Trust Update

Adults Care, Adults Health and Housing Overview and Scrutiny Committee

Date: 28 March 2018

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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 Business as usual during adverse winter weather

Teams across the Trust pulled out all the stops earlier this month to ensure as many services as possible could continue during the recent adverse winter weather.

With heavy snow and ice affecting large parts of Swindon and Wiltshire, many staff battled through the treacherous conditions to make it into work, while teams in the community carried out many journeys to and from patients' homes on foot.

Emergency transport was provided for staff living in rural areas whose absence from work would have had a detrimental impact on patient care, such as consultants and senior nurses.

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Overnight accommodation at nearby hotels was also provided by the Trust for members of staff who were unable to make it home at the end of their shift. The commitment and dedication of staff meant that the vast majority of routine procedures and outpatient appointments on Friday 2 March, when the bad weather was at its peak, could go ahead as planned, with only a few minor clinic delays occurring where staff had understandably taken longer than normal to get to work.

Support from the public, as well as our partner agencies, such as Wessex 4x4, was also invaluable during this 48 hour period, especially when it came to offers of transportation and help with clearing snow from the roads around GWH. Staff were thanked by the Chief Executive, as well as other members of the Trust Board, for going above and beyond the call of duty.

3.3 Update on Trust's end-of-year financial position

With the end of the current financial period imminent, the Trust is now expected to end the year with a deficit of around £11.4 million.

This figure, which is around £6 million from where the Trust thought it would be at this stage, is a result of the numerous challenges and difficult climate facing the whole NHS at this time.

While there is not one sole reason for the move from original predictions, the increased deficit of the organisation can be linked to several different factors, all of which have had impacted on finances.

In January, the Trust lost valuable income after a joint directive from NHS England and NHS Improvement instructed hospitals across to postpone all planned activity so that priority could be given to the rising number of emergency admissions.

Additionally, the heightened demand of the current winter season has led to more being spent on extra staffing resource, while also having a knock-on effect to the amount of money being saved across the organisation.

A financial recovery plan, which sets out the Trust's plans for 2018/19, as well as its revised savings target of around £12.6 million, is now in place.

3.4 Update on Emergency Department performance

The first three months of 2018 have continued in much the same way as 2017 finished, with increasingly high numbers of emergency patients coming to hospital for urgent care and treatment.

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During January and February, almost 12,000 people attended the Emergency Department at GWH and, of that number, more than 7,400 required an admission to hospital for further treatment, tests or monitoring.

With the high demand expected to continue right through until Easter, and possibly beyond, the Trust has already started to review the winter plan that was in place for 2017, ahead of what is likely to be another difficult winter in 2018.

As part of the review, the Trust will look at what actions worked well this year in easing the pressure and what initiatives need to be changed or reworked after taking into account this year's learning and feedback from staff on the ground. Space at GWH is already known to be a problem that will become even more challenging over time – especially with Swindon's growing population – and addressing this issue with a solution that is achievable in light of the current constraints around planning and finances will be a priority.

3.5 Brighter Futures launches new Incubator Appeal

Earlier this month, Trust charity Brighter Futures announced a new fundraising campaign that will support premature babies during the difficult first few days of life.

The Incubator Appeal will see the charity raise £175,000 to buy a set of five state-of-the-art machines that will offer lifesaving support to the 450 infants treated each year in the Special Care Baby Unit at GWH.

The new incubators will arrive with a number of innovative features, such as a hood that can be opened with just one finger, an adjustable height allowing parents to get closer to their babies and even an iPod dock so soft music or recordings of parents' voices can be played to the little ones.

This latest fundraising drive comes as Brighter Futures nears the end of its epic Radiotherapy Appeal, a three year campaign that will, upon completion, have brought in £2.9 million to equip Swindon's soon-to-be built radiotherapy centre with the machinery needed to produce the lifesaving cancer treatment.

3.6 New ward opens at GWH

A new ward opened its doors for the first time at the beginning of February, providing GWH with extra capacity for the winter season.

The newly constructed Dorcan Unit is located in former office space on the ground floor of the Brunel Treatment Centre and has room for 10 patients, most

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of whom will be well enough to leave hospital but unable to do so as arrangements regarding their onward care are still being made.

By having a dedicated area for patients who are all but ready to leave, the Trust will be able to free up more beds for emergency patients needing admission. Dorcan Unit was able to be constructed following an award of special government funds designed to help hospitals manage the extra winter demand.

The ward is expected to be in use until the spring, at which time a permanent decision regarding its future will be made.

Roger Hill, Trust Chairman, officially opened Dorcan Unit with help from staff across the organisation on Thursday 1 February.

3.7 Red Bag scheme helps patients in and out of hospital

Since December, the Trust has been working with two Swindon care homes as part of a new initiative, in which residents who need to come to GWH are accompanied by a distinctive red bag.

The red bag stays with the patient throughout their time in hospital and is used to keep their medical information and personal belongings safe.

Designed as a simple method of keeping all the patient's admission and discharge checklists in one place, the red bag will help ensure that all staff see the same information and nothing gets lost on the journey from care home to hospital, and vice versa.

The success of the six-month pilot is being monitored closely by both the Trust and Swindon Clinical Commissioning Group and could be rolled out to all care homes across Swindon in 2018.

Large enough to hold items such as dentures, glasses, hearing aids and clothing, the red bags also contain details of the patient's general medical history, such as pre-existing conditions and current medication.

Many of the Trust's partner agencies, including South Western Ambulance Service and Arriva Patient Transport, are also involved with the pilot project.

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3.8 Trust is best in south west for falls prevention

Patients at GWH are more likely to receive special assessments to minimise their risk of falling than at any other hospital in the south west.

People requiring an overnight stay in hospital can be subject to up to seven different falls assessments, with each one linked to a separate falls risk, and now data from the Royal College of Physicians has shown that more patients in Swindon are getting more of these tests than at any neighbouring hospital.

The college's statistics showed that 100 per cent of patients had an assessment when doctors identified an issue with their mobility, while 97 per cent received an assessment when staff believed they would be unable to safely ring a call bell. Eighteen regional hospitals were included in the report, with GWH being the only one to offer at least four of the seven assessments to more than 90 per cent of patients.

Elsewhere, data revealed that since the beginning of 2017, more than nine out of ten patients were given their assessment within four hours of arrival.

3.9 Improving outcomes for premature babies

A year-long quality improvement project that has taken place within the Special Care Baby Unit has shown improving outcomes for premature babies born at GWH.

Over the last 12 months, the SCBU team have been looking at ways to enhance the care given to families and their work has produced some very impressive results.

More than 90 per cent of babies born before 32 weeks now benefit from a procedure called delayed cord clamping, which involves leaving the infant attached to their mother for an extra 60 seconds after birth.

The additional minute dramatically reduces the risk of a premature baby developing a serious brain bleed or gut complication.

Staff have also worked hard on reducing the time it takes for a baby to receive their mother's milk – from 30 hours in January 2017 to just ten hours in January 2018.

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While the full extent of the project's success remains to be seen, early indications suggest the combined improvements have led to an overall reduction in the number of babies suffering a serious brain injury.

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

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 Resources (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