

# **Barnet Enfield and Haringey Clinical Strategy**



## **Update to Barnet OSC 3 October 2013**

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## A reminder - why change?

- Safer care, higher quality care
- Sustainable hospital and medical workforce
- More senior doctor presence making better decisions about patient care
- A&Es becoming specialist emergency centres
- Maternity units with more midwives and consultant care
- A dedicated planned care hospital at Chase Farm, with specialist centre for surgery



# Barnet Enfield and Haringey Clinical Strategy

Delivering improved hospital services for the local population

- Expand and redevelop women's and children's services
- Expand emergency capacity

Barnet General Hospital

Royal National Orthopaedic Hospital

Edgware Community Hospital

Barnet

Finchley Memorial Hospital

Haringey

St Ann's Hospital

Chase Farm Hospital

- Develop urgent care
- Transfer maternity, paed's and emergency services off site
- Expand elective capacity

- Expand and redevelop women's and children's services, inc. midwife led unit
- Additional emergency admissions beds

Norfolk University Hospital

...as well as improved primary care and community services across the three boroughs



## Where are we now?

- 25 September: GPs and hospital clinicians have agreed together that the timing is right for the planned changes to be implemented
- Two Trusts agreed they were ready for changes to be implemented
- These decisions mean we now move forward with implementing the planned changes
- Not to make these necessary changes now before winter increases the risk to patients and could jeopardise safety.



## What happens next?

- Last woman discharged from labour ward at Chase Farm Hospital and labour ward closes on 20 November
- Neonates move from Chase Farm to Barnet Hospital completed by 20 November
- Chase Farm A&E closes overnight 9 December
- Publicity campaign to alert local population includes bus and newspaper adverts
- External assurances on quality and safety through Clinical Cabinet and NHS England.



# Progress update

- BEH programme implementation currently on track
- Building works progressing well at Barnet Hospital and North Middlesex University Hospital
- Recruitment campaign at NMUH on track. Consultation process at BCF complete
- Deep dives into clinical workstreams continuing; reviewing activity, plans and mitigating risks
- Detailed transition planning across both Trusts to work through the operational detail of service changes
- Increased focus on communications and engagement including advertising service changes.





# Barnet and Chase Farm Hospitals NHS Trust

- Building works A&E and maternity on track
- Expanded and improved Children's PAU and emergency department open
- Adult assessment unit opened
- New additional resuscitation bays in the department
- Surgical Willow Ward opened
- Obstetric high dependency unit opened
- Older Person's Assessment Unit opened 16 September
- Performance concerns continue
- New acute medical model
- Delayed transfer of care working group in place across Barnet
- Agreed free bus between Barnet Hospital, Chase Farm Hospital and North Middlesex Hospital





# Barnet and Chase Farm Hospitals NHS Trust: performance

Indicator	Performance 2012/13	Performance Q1 2013/14	Performance Q2 (July & August) 2013/14	National standard
Time to initial assessment	6 minutes	9 minutes	11 minutes	Median wait at or below 15 minutes
Time to treatment decision	72 minutes	78 minutes	65 minutes	Median wait below 60 minutes
Total time in A&E	95.2%	90.5%	89.9%	95% of patients to wait no longer than four hours from arrival to admission, transfer or discharge
Total time in A&E	345 minutes	259 minutes	258 minutes	95 <sup>th</sup> percentile below 4 hours
Unplanned reattendance rate	6.90%	7.45%	7.41%	Rate below 5%
Left without being seen	3.49%	3.95%	3.44%	Rate at or below 5%
Attendance per 100k population (this is not a calculable figure as attendances cross borough boundaries, so actual attendance volumes have been provided instead)	158,489 attenders	40,598 attenders	26,550 attenders	

# Barnet and Chase Farm Hospitals NHS Trust

## **Barnet Hospital site**

- GP delivered UCC at Barnet A and E (40% of attendances)
- Establishing PACE, RAID and TREAT at Barnet Hospital
- Introduction of rapid access team for patients with mental health problems
- Introduction of emergency ambulatory care model
- Paediatric Assessment Unit
- Flow improvements such as 'home for lunch', and early facilitated discharge

## **Chase Farm Hospital site**

- GP delivered UCC at Chase Farm site (40% of attendances)
- Older Person's Assessment Unit
- Paediatric Assessment Unit
- Community beds.



# **Barnet and Chase Farm Hospitals NHS Trust**

- Rapid Improvement Plan (RIP) led by Enfield CCG Urgent Care Board and Trust Development Agency Support
- Focus on delayed transfers of care and admission avoidance schemes, led by Barnet CCG.
- Review of emergency pathway to include senior decision makers at the beginning of the patient journey.



## Barnet CCG

- Delayed Transfer of Care actions to support Barnet, Enfield, Camden and Herts
- DTOC steering group established chaired by Barnet Chief Officer
- Hospital discharge quality standards agreed
- Choice policy agreed by all partners, providers, local authorities
- Weekly validation and information (blockage) exchange strengthened with all partner input including CCG monitoring and assurance
- Weekly Barnet Council and BEH Clinical Strategy Implementation Group chaired by Chief Officer/Director and extended to neighbouring boroughs by teleconference
- Review of CLCH admission criteria pathways and protocols by end October
- Implementation of the Joint Older Persons' Assessment model based on community casefinders
- Purchase of 24 additional nursing home beds with a range of support, funded from additional allocation
- Funding of an additional 32 bed ward for intensive rehabilitation at the Royal Free Hospital for six months
- Immediate improvements in CHC process to reduce delays.



# Continued communications and engagement

- Equality workshops completed: new ones planned in October
- GP and clinician briefings continuing into November
- Month long public engagement in local shopping centres from 7 October (Barnet Spire w/c 14 October: other sites include Brent Cross, Wood Green; Palace Gardens; Waltham Cross)
- Choose Well Campaign in progress across three boroughs with support from the Commissioning Support Unit
- Continuing engagement in Hertfordshire with GP and patient events
- Monthly programme newsletters and press releases
- Letter to local Universities, colleges, schools and nurseries
- workstream factsheets and FAQs published
- Bus campaign regarding the changes to emergency care
- Hospital newsletters and patient information
- Communication with community groups across Barnet, Enfield and Haringey.



**7 weeks to go**

- Continued and ongoing modelling for capacity across the system to ensure safe transition
- Workforce recruitment steps up
- Communications and engagement around A&E and urgent care picks up
- Emergency planning continues
- Building works completed
- NHS England assurance ongoing
- Transition plans pick up pace
- Clinical Cabinet continues.



**Thank you**

**Your Questions?**

