

Royal Free London Health and Social Care Winter Update October 2018 – January 2019

1. Summary

This paper provides an update on the delivery of urgent and emergency care services across the Royal Free London (RFL) system from October 2018 to January 2019 and provides details of the key NHS England (NHSE) priorities included in winter preparation.

2. Winter Preparation

The Health Overview and Scrutiny Committee will recall from previous updates that system partners undertook a number of reviews after winter 2017/8 to ensure learning was incorporated into winter plans. This included an After Action Review and session with local GPs and others to understand what worked well and what needed to be improved this winter.

In summer 2018, Pauline Phillips, National Director for Urgent and Emergency Care, announced further priorities to ensure local systems have sufficient capacity for winter. These included:

- By 31 December 2018 ensuring that all patients who have been in hospital for more than 21 days (deemed as long stay) have appropriate discharge plans, so that they are discharged as soon as they are medically fit and not delayed, to ensure that Trusts have sufficient bed capacity over winter
- Development of a Same Day Emergency Care (SDEC) service at least 12 hours a day, 7 days a week by September 2019, to support a reduction in unnecessary hospital admissions. This might cover such things as urinary tract infections that can be managed at home in many cases.
- Reducing the number of patients that attend hospital with a minor injury or illness that are seen later than 4 hours from arrival to zero.
- Improving ambulance handovers so that 100% of patients who arrive in an ambulance to the Emergency Department are handed over within 30 minutes to the Accident and Emergency clinicians; all handovers must take place within 15 minutes with no patients waiting more than 30 minutes by 30 September 2018.
- Implementing effective demand management schemes in out of hospital services to reduce the flow of patients into emergency care services in hospitals i.e Significant 7 Training in Care Homes and GP Enhanced Access appointments

Barnet and Royal Free Hospitals have achieved the following:

- Good progress has been made in reviewing and discharging patients with a length of stay of more than 21 days.
- Same Day Emergency Care is already provided for 12 hours a day, 7 days a week at both hospital sites
- Both sites have plans to increase GP hours in the Urgent Care Centres later into the evening to manage attendances.
- At the Royal Free Hospital the Urgent Care Centre (UCC) GPs have been moved nearer to the A&E entrance to support the effective direction of patients to the right service for their needs. A Quality Improvement Programme has been implemented at Barnet Hospital to look at reasons why people attend.
- RFL achieved 95.2% on the 30-minute ambulance handover target (against the 100% compliance target) in December 2018. The Trust has been one of the highest performing across all acute providers in North Central London.
- Demand Management Schemes are identified in sections 5, 6 and 7 of this paper.

3. Accident and Emergency Department Performance at the Royal Free London

Accident and Emergency (A&E) department performance at both the Barnet and Royal Free hospital sites has been challenging, but despite this the RFL has been one of the highest performing trusts

against this target across North Central London over the past month. Both A&E Departments performed well over the Christmas and New Year period. During December, the RFL was the 8th highest performing Trust against the 4 hour A&E standard out of 18 London Trusts.

The RFL A&E Delivery Board noted at its January 2019 meeting that the health and social care system felt less pressured than the previous year. All partners felt this was due to improved collaboration across organisations, and that the system had shown that it is able to recover quickly on those days when A&E is under pressure from increased attendances and admissions.

Performance on the Barnet Hospital site has been more variable over the winter period, and in response, Barnet Hospital management team is working closely with the NHSE Improvement Emergency Care Support Team (ECIST) to support its transformational plans.

There was a Barnet Hospital Urgent and Emergency Care summit with system partners on 20th December 2018 where a number of immediate actions were agreed and are being implemented. These include:

- Review of referrals into A&E from other clinicians, GPs and Walk-in Centres.
- Review of the NHSE 111 program initiatives to reduce referrals into A&E
- Working with GP practices with high volumes of referrals to see if more can be done to reduce attendances for minor illnesses
- Monitoring the effectiveness of the London Ambulance Service's use of the *9 number to access the Community Rapid Response Service as an alternative pathway to A&E
- Working with the London Borough of Barnet (LBB) to improve the numbers of delayed patients and the effectiveness of the Discharge to Assess Pathways.

4. Delayed Transfers of Care (DTOCs) and Escalation Arrangements

The RFL system achieved the overall Delayed Transfer of Care (DTOC) target of 3.5% in November 2018. Barnet CCG has in place DTOC/escalation meetings to work with system partners (both LBB and RFL) to unblock those patients whose discharges have been delayed. The Royal Free Hospital (RFH) has also recently set up a Platinum Call, which includes Directors and Senior Managers from the RFL Trust, Local Authority and CCGs to review the most challenging of cases.

Both hospital sites have held Multi Agency Discharge Events (MADE) monthly and stranded patient events (longer than 7 days in hospital) over the winter period to identify patients who are delayed in hospital but are fit for discharge, and those stranded patients that have been in hospital for more than 21 days. There are monthly MADE events planned for the rest of the winter period.

To support patients to move more effectively through the hospital, DTOC escalation meetings are held twice a week for those patients who are delayed, or are complex discharges from the community beds at both Edgware and Finchley Memorial Community Hospitals.

5. Demand Management - Community Admission Avoidance Schemes

The following community schemes have been implemented to reduce the level of admissions to RFL Hospital from Barnet care homes, which are proving successful: These include:

- Significant 7 training to care and nursing home staff; the training offered covers:
 - Dementia Awareness,
 - End of Life,
 - Communication
- Red bags which contain information to provide a better care experience for care home residents by improving communication between care homes and hospitals
- Medicines management reviews and support to care and nursing home staff.

6. Demand Management - NHS 111 and Primary Care Out of Hours Services

The London Central West Unscheduled Care Collaborative (LCW) provides the Integrated Urgent Care NHS 111 and Out of Hours service for patients in North Central London. During the Christmas period, London NHS 111 providers performed well, but LCW (NCL) was one of only two providers to record

that 99% of all calls were answered within 60 seconds on 25 and 26 December. LCW had the lowest number of abandoned calls and also had the highest average performance of managing and responding to 111 calls across the festive period in London.

7. Demand Management - GP Extended Hours Appointments

Barnet CCG has commissioned the Barnet GP Federation to provide additional GP extended hours appointments, evenings and weekends, 7 days a week at GP Hubs across Barnet. During December and early January, extra appointments were available, with the service experiencing high levels of attendances. NHS 111 can also direct book appointments at a GP Hub which is helping to reduce referrals to A&E.

8. Winter Communication

During the winter period there has been regular communication with patients through the local press and the CCG's website regarding:

- GP Extended Hours Service
- Staying safe in winter
- Local pharmacy opening times over the festive period

A Winter Services Directory was circulated to all Barnet GPs and stakeholders in December setting out a range of services, including details of how GPs could access admission avoidance services in the community and same day emergency care delivered by the RFL Trust.

In November 2018, Barnet CCG hosted a successful patient engagement event, supported by Barnet Healthwatch, highlighting the options for accessing services and discussing the best service to meet specific needs.

The CCG is also working with Barnet Healthwatch to undertake a survey at both RFL A&E Departments in March 2019 to collect information on why patients are coming to the A&E department, based on the survey undertaken at North Middlesex University Hospital last year. Information from this survey will help the CCG and RFL Trust to decide how best to manage patients who attend the A&E department with primary care conditions in the future.

9. Conclusion

There will always be service challenges over winter, but local plans have helped to manage the risks and maintain a good level of service for local people during this period. The RFL A&E Delivery Board has reflected that during the winter months, the RFL system responded well to pressures, bouncing back quickly after difficult days ie on days with high numbers of attendances, and that overall the system has felt more manageable than in previous years.