

	<b>Trust Board</b>		
<b>From:</b>	Suzanne Hinchliffe		
<b>Date:</b>	1 <sup>st</sup> December 2011		
<b>CQC regulation</b>	All		
<b>Title:</b>	<b>Emergency Care Transformation</b>		
<b>Co-Author/Responsible Director:</b> S.Hinchliffe, Chief Operating Officer/Chief Nurse			
<b>Purpose of the Report:</b> To provide members with a summary of October emergency care performance.			
<b>The Report is provided to the Board for:</b>			
	Decision		
	Discussion		√
	Assurance	√	
	Endorsement		
<b>Summary / Key Points:</b>			
<ul style="list-style-type: none"> <li>❖ Performance for October Type 1, 2 and UCC is 92.0%, a disappointing position despite the revised rotas and triage facilities in both AMU and ED. The year to date performance for ED (UHL+UCC) is 94.0%.</li> <li>❖ For the month of October more patients attended the Emergency Department compared to last October - pre diversion saw an increase of 978 (7.0%) and post diversion an increase of 1084(8.4%) patients.</li> <li>❖ Performance for the new ED indicators for October is compliant (targets must be delivered in one indicator in each category to be deemed compliant):</li> <li>❖ There were 23 're-beds' for October 2011</li> <li>❖ Further to a short 'lead in' time for system change, on Monday 21<sup>st</sup> November operational amendments to emergency flows commenced.</li> <li>❖ This focuses on three key areas: <ol style="list-style-type: none"> <li>1. More effectively moving patients out of ED to the relevant ward/area in the Trust</li> <li>2. Increasing capacity on assessment units aligned to demand without compromising patient safety</li> <li>3. Aligning discharge outflows from all areas to the admission inflow</li> </ol> </li> <li>❖ Overall patient experience for October is 93%</li> </ul>			
<b>Recommendations:</b> Members to note and receive the report			
<b>Strategic Risk Register</b> Yes		<b>Performance KPIs year to date</b> CQC/MONITOR	
<b>Resource Implications (eg Financial, HR)</b> Under review as part of workforce plans and transformation funds			
<b>Assurance Implications</b> N/A			
<b>Patient and Public Involvement (PPI) Implications</b> N/A			
<b>Equality Impact</b> N/A			
<b>Information exempt from Disclosure</b> N/A			
<b>Requirement for further review?</b> Monthly review			

## UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST

**REPORT TO:** TRUST BOARD

**DATE:** 1<sup>st</sup> DECEMBER 2011

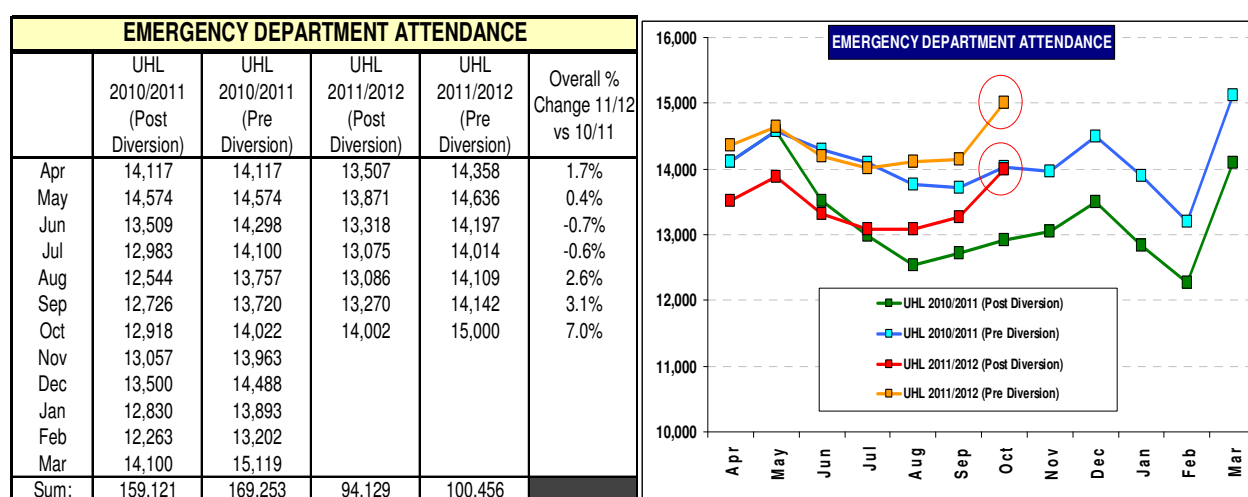
**REPORT BY:** SUZANNE HINCHLIFFE, CHIEF OPERATING OFFICER/CHIEF NURSE

**SUBJECT:** EMERGENCY CARE TRANSFORMATION

### 1.0 Introduction

The following report offers a summary overview of activity for October 2011 and an overview of initial outcomes of the revised emergency 'push' system introduced on the 21<sup>st</sup> November.

The following charts provide an overview of the total attendances to ED and Eye Casualty and activity both pre and post deflection. For the month of October more patients attended the Emergency Department compared to last October - pre diversion saw an increase of 978 (7.0%) and post diversion an increase of 1084(8.4%) patients.



Performance for October Type 1, 2 and UCC is 92.0%, a disappointing position despite the revised rotas and triage facilities in both AMU and ED. The year to date performance for ED (UHL+UCC) is 94.0%.

There has been an increase in Type 1 attendances of 2.1% for the first 7 months of this year compared to the last 7 months of the last financial year.

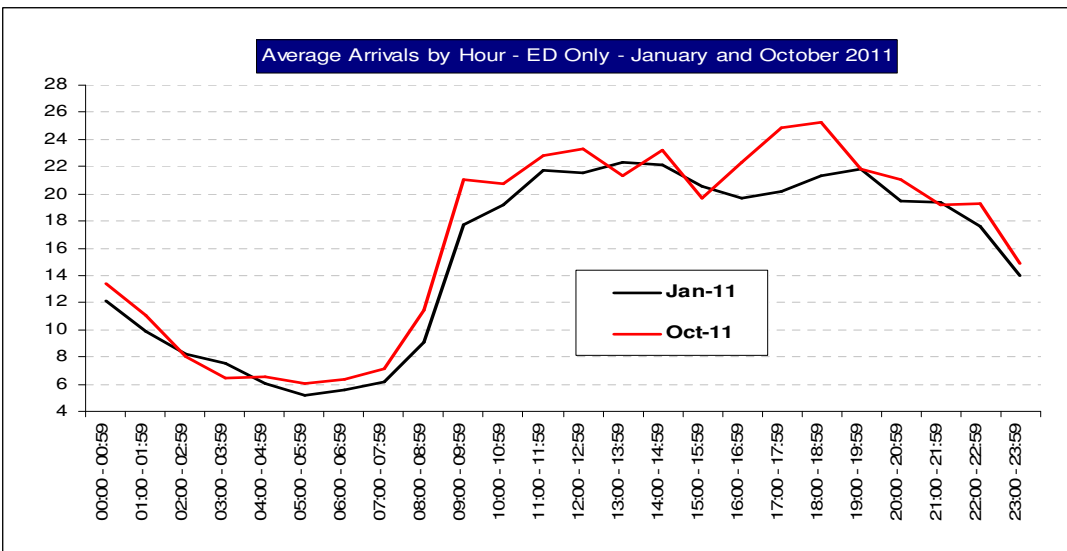
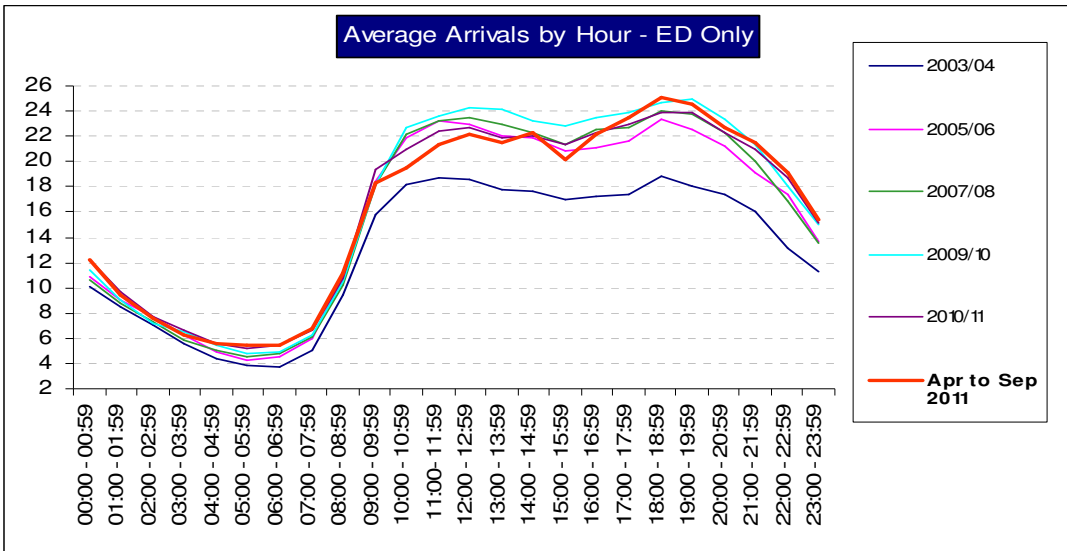
	CHILDREN	MAJORS	MINORS	RESUS	Total
September - March 10/11	19,558	28,207	27,342	6,687	81,794
April - October 11/12	19,814	27,037	29,855	6,801	83,507
% Change	1.30%	-4.10%	9.20%	1.70%	2.10%

Performance for the new ED indicators for October is compliant (targets must be delivered in one indicator in each category to be deemed compliant):

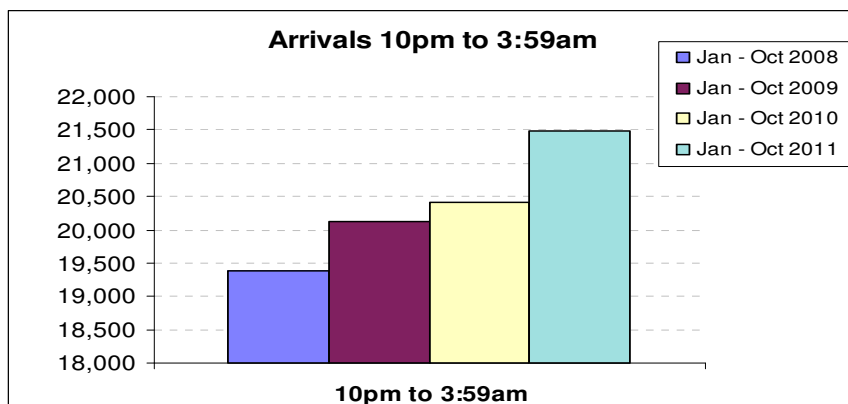
<b>CLINICAL QUALITY INDICATORS</b>			
<b>PATIENT IMPACT</b>			
	Oct-11	YTD	TARGET
Unplanned Re-attendance %	6.1%	6.0%	<=5%
Left without being seen %	2.9%	2.4%	< 5%
<b>TIMELINESS</b>			
	Oct-11	YTD	TARGET
Time in Dept (95th centile)	341	301	< 240 Minutes
Time to initial assessment (95th)	61	52	<= 15 Minutes
Time to treatment (Median)	44	44	<= 60 Minutes

## 2.0 Arrival Times

The following graph below shows the arrivals to the emergency department by hour. Attendances during both Q1 and Q2 have continued to show the highest hourly rate rises during the second peak of the day and an increasing tail of attendances in the early hours of the morning. One of the most noticeable changes has been the hourly increases in attendances in October compared to January this year as seen below.



During the past three months, there continues to be an incremental reduction of attendees during the day corresponding with an increase in attendees during evening and night hours. This is particularly noticeable below, where one can see the year on year increase in evening and night attendees.



Further analysis of the October data shows the top 20 most common primary diagnosis during the hours of midnight to 07.59hrs which remain unchanged from previous reports.

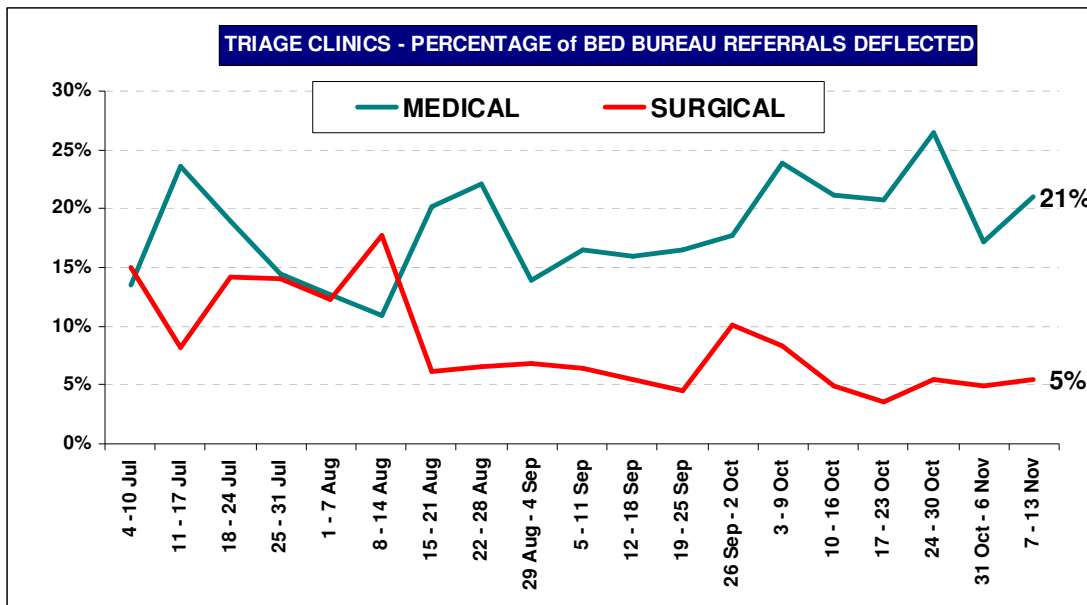
Arrival Time	"Top 20" Most Common Primary Diagnoses	Attendance
Midnight to 7:59am	DID NOT WAIT	132
	RE-DIRECTED TO ANOTHER SERVICE	73
	NON CODED DIAGNOSIS - ABDOMINAL PAIN ? CAUSE	56
	HEAD INJURY - MINOR	46
	NAD	42
	RESPIRATORY - CROUP	39
	NON CODED DIAGNOSIS - OVERDOSE / INGESTION OF DRUGS - NON ACCIDENTAL	38
	NON CODED DIAGNOSIS - FALL	35
	NON CODED DIAGNOSIS - CHEST PAIN ? CAUSE	34
	NON CODED DIAGNOSIS - COLLAPSE ? CAUSE	32
	NON CODED DIAGNOSIS - VIRAL ILLNESS	24
	GASTRO-INTESTINAL - GASTRITIS	19
	MENTAL & BEHAV DIS DUE TO USE OF ALCOHOL: ACUTE INTOXICA	18
	HEAD - MINOR INJURY	17
	CARDIO-VASCULAR - CHEST PAIN	16
	GENITO-URINARY - URINARY TRACT INFECTION	16
	NON CODED DIAGNOSIS - CONFUSION	16
	PSYCHIATRIC - SUICIDAL THOUGHT/INTENT	16
	RENAL - RENAL COLIC	16
	SURGICAL - (GENERAL) - APPENDICITIS	16
	<b>701</b>	

The mode of arrival during this period has also remained unchanged with the majority of patients' self-referring to ED, attending with parent or guardian, or via ambulance. The top five primary diagnoses of attendees continue to be the following:

- Abdominal pain
- Head Injury
- Chest Pain
- Fall
- Overdose/ingestion of drugs

### 3.0 Bed Bureau Deflections

The Acute Division and Planned Care Division have created triage areas to deflect Bed Bureau patients that do not need admission to a bed. On average there are 23 medical and 11 surgical bed bureau deflections a week. The weekly percentage of deflections can be seen below. A further triage area has been opened on the LRI site within Planned Care to further assist the deflection of patients from the LRI site.



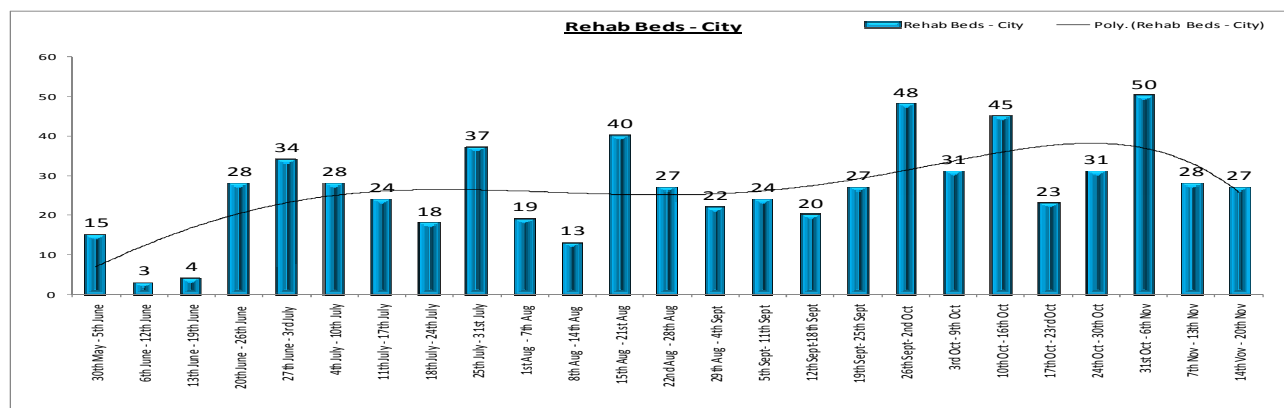
## 4.0 Outflow

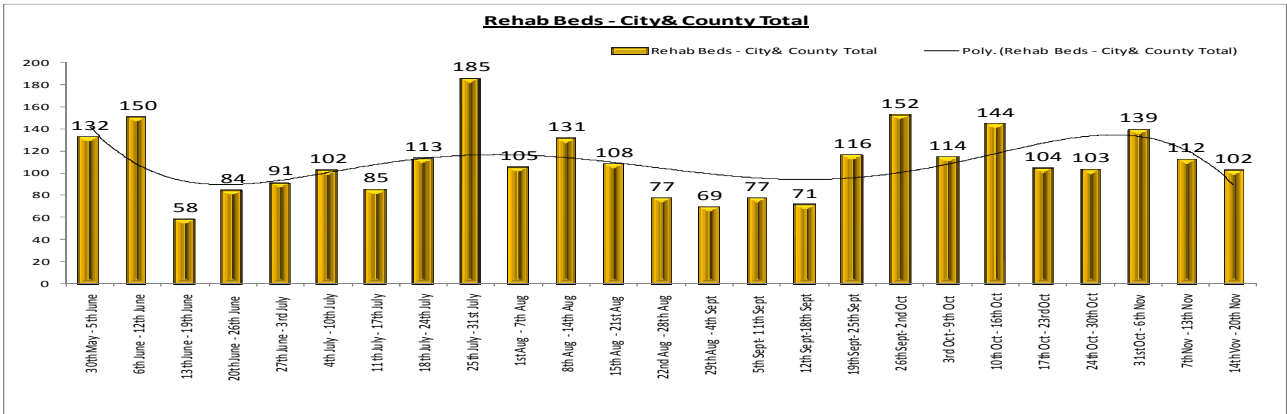
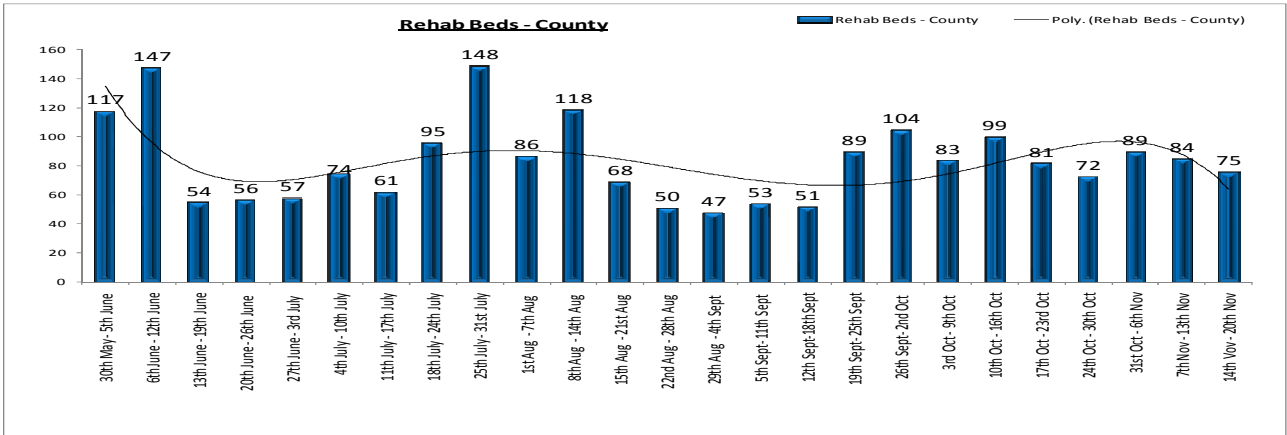
A focus on out-flow remains key and during the reporting period, continued emphasis has been placed on maximising the use of community provision and liaison with EMAS with regards to transportation.

### 4.1 Lost Bed Days

The following tables show a summary of UHL lost bed days. It is important to note that improvements need to be made in category A of patient delays where some delays are attributed to UHL. In addition to the above, bed delays relating to community beds may be seen below.

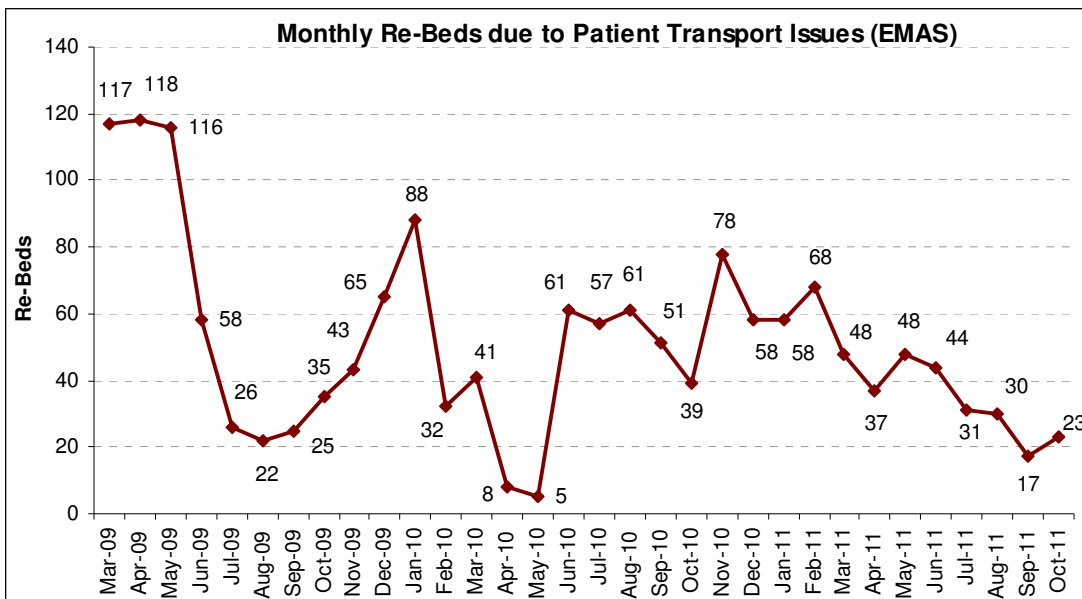
Category	22nd August - 28th August	29th August - 4th September	5th September - 11th September	12th September - 18th September	19th September - 25th September	26th September - 2nd October	3rd October - 9th October	TOTAL
A - Awaiting assessments	31	20	61	41	41	41	43	623
B - Awaiting public funding	33	22	13	34	39	23	23	349
C - Awaiting further non-acute NHS care	23	22	22	16	26	36	25	510
D(i) - Awaiting Residential Home placement	9	15	26	16			20	127
D(ii) - Awaiting Nursing Home placement	32	34	61	44	44	52	44	477
E - Awaiting Domiciliary Package	5	3	2	6	25	35	19	150
F - Awaiting Community Equipment		2	15	11	7	1	4	74
G - Awaiting patient / family choice	12	6	6	42	63	34	25	253
I - Housing - Patients not Covered BY NHS/Community Care Act					1		2	3
<b>TOTAL</b>	<b>145</b>	<b>124</b>	<b>206</b>	<b>210</b>	<b>246</b>	<b>222</b>	<b>205</b>	<b>2566</b>





## 5.0 EMAS

A total of **23** re-beds were reported for the month of October as may be seen below. Further to the October Emergency Care Network, resources have been made available to support additional crews in the timely arrival and discharge of patients.



## 6.0 Emergency 'Push' System Introduction

Further to a short 'lead in' time for system change, on Monday 21<sup>st</sup> November 2011 operational amendments to emergency flows commenced.

This focuses on three key areas:

1. More effectively moving patients out of ED to the relevant ward/area in the Trust
2. Increasing capacity on assessment units aligned to demand without compromising patient safety
3. Aligning discharge outflows from all areas to the admission inflow

Across the Trust new processes have been introduced to support the following standards:

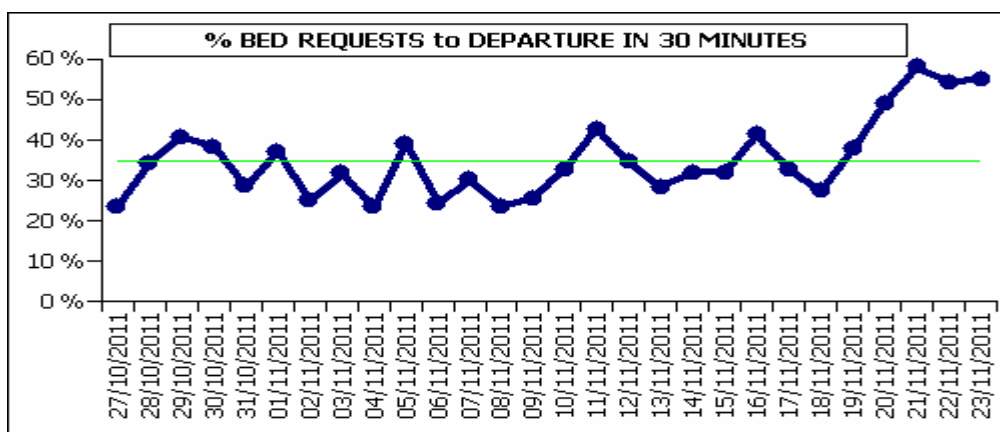
1. Patients will be referred from ED to a receiving specialty within 15 minutes of their treatment being completed in ED
2. All patients will be sent to the receiving specialty within 30 minutes of initial request for a bed.

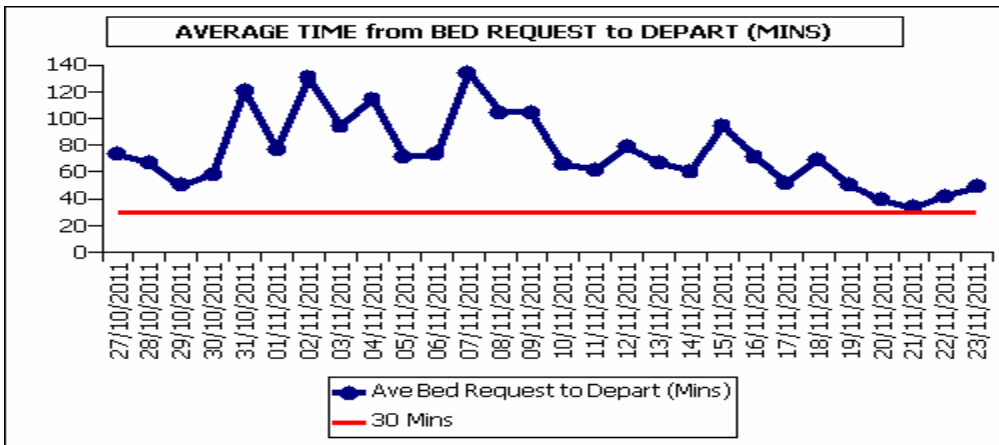
The following will also be applied to all assessment units across the trust.

- We will be asking all areas to receive patients within the 30 minute standard.
- We will make sure that our base wards and speciality areas know how many patients they need to discharge every day to create the required capacity on assessment areas.
- We will make better use of our discharge lounges including provision for stretcher patients.
- We will work with EMAS to ensure that there are no delays in transferring patients between hospital sites.
- We will ask staff to make sure that patients are made ready to travel by ambulance at 10am.
- We will work with our junior doctors and pharmacy colleagues to improve the turnaround times for TTOs.
- We will make sure that our staffing resources are matched to the needs and demands of our patients.

### 6.1 Early Results

Although early days, the following set of graphs show the improvements made with the introduction of the emergency 'push' system.





### ED, CCU & Eye Casualty daily Performance

Day	Arrival Date	Total	>4 hrs	<4 hrs	% <4 hrs
Tuesday	15/11/2011	450	39	411	91.33%
Wednesday	16/11/2011	446	24	422	94.62%
Thursday	17/11/2011	475	16	459	96.63%
Friday	18/11/2011	411	18	393	95.62%
Saturday	19/11/2011	414	7	407	98.31%
Sunday	20/11/2011	422	5	417	98.82%
Monday	21/11/2011	471	2	469	99.58%
Tuesday	22/11/2011	438	6	432	98.63%
Wednesday	23/11/2011	452	10	442	97.79%
<b>TOTAL</b>	<i>for recent data</i>	<b>3979</b>	<b>127</b>	<b>3852</b>	<b>96.81%</b>
<b>TOTAL YR</b>	<i>all data</i>	<b>104416</b>	<b>8141</b>	<b>96252</b>	<b>92.18%</b>

### 7.0 Patient Experience

As part of the monthly patient survey, reasons for attendance and patient knowledge of other health care services continue to be identified. This can be seen in Appendix 1.

Monthly patient experience surveys have continued providing helpful feedback relating to patient's choice for treatment and their experience within the ED. Summary feedback results for October are as follows:

- Overall experience 93%
- Care received – 92%
- Privacy – 100%
- Waiting Times – 84%
- Information Received – 100%
- Dignity and respect – 100%

Related key actions to note include:



- 55% of patients had not contacted their GP before attending ED
- 56% of those surveyed were not aware of the UCC

The ED Survey results are attached at Appendix 1.

S. Hinchliffe  
**Chief Operating Officer/Chief Nurse**

## Emergency Department Front Door Audit

Data Source: Front Door Audit Completed by Patient

Number of patients interviewed	Jan-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	YTD
<b>1. Why Have you come into A&amp;E today?</b>												
Minor illness.	60%	11% ▼	22% ▼	36% ▲	15% ▼	11% ▼	10% ▼	10% ▼	19% ▲			22%
Chronic pain.	5%	7% ▲	6% ▼	5% ▼	19% ▲	23% ▲	10% ▼	2% ▼	7% ▼			9%
Minor injury.	24%	55% ▲	49% ▼	42% ▼	46% ▼	33% ▲	38% ▲	63% ▲	45% ▼			44%
Breathing problems.	5%	0% ▼	2% ▲	1% ▼	4% ▲	1% ▼	3% ▲	3% ▲	2% ▼			2%
Renewal of Medication.	0%	0% ▼	0% ▼	0% ▼	0% ▼	0% ▼	0% ▼	1% ▲	0% ▼			0%
Other.	6%	25% ▲	18% ▼	12% ▼	15% ▼	26% ▲	29% ▲	18% ▼	26% ▲			19%
No response.	0%	2% ▲	3% ▲	4% ▲	1% ▼	6% ▲	10% ▲	2% ▼	1% ▼			3%
<b>2. How long has this problem been going on for?</b>												
Few hours.	21%	44% ▲	43% ▼	35% ▼	46% ▼	44% ▼	40% ▼	47% ▲	42% ▼			40%
1 day.	35%	25% ▼	24% ▼	13% ▼	12% ▼	16% ▲	19% ▲	19% ▼	22% ▲			21%
2 days.	10%	4% ▼	6% ▼	19% ▲	12% ▼	12% ▼	9% ▼	7% ▼	10% ▲			10%
3 days.	4%	7% ▲	3% ▼	6% ▲	7% ▲	2% ▼	7% ▲	2% ▼	3% ▲			5%
4 - 6 days.	10%	1% ▼	5% ▼	9% ▲	6% ▼	8% ▲	4% ▼	3% ▼	8% ▲			6%
1 week.	6%	8% ▲	4% ▼	4% ▼	3% ▼	5% ▼	3% ▼	3% ▼	3% ▼			4%
More than a week.	14%	6% ▼	12% ▲	10% ▼	7% ▼	11% ▲	2% ▼	4% ▲	9% ▲			8%
No response.	1%	5% ▲	3% ▼	4% ▲	7% ▲	2% ▼	16% ▲	14% ▼	3% ▼			6%
<b>3. Patients registered with a GP</b>												
Patients registered with a GP.	81%	83% ▲	83% ▼	86% ▲	83% ▼	85% ▼	87% ▲	79% ▼	88% ▲			84%
Patients not registered with a GP.	10%	5% ▼	17% ▲	12% ▼	4% ▼	15% ▲	2% ▼	15% ▲	12% ▼			10%
No response.	9%	12% ▲	0% ▼	3% ▲	13% ▲	0% ▼	11% ▲	6% ▼	0% ▼			6%
<b>4. Have you tried to see your GP before coming in?</b>												
Yes.	32%	17% ▼	20% ▲	38% ▲	6% ▼	25% ▲	23% ▼	18% ▼	31% ▲			23%
No.	52%	71% ▲	71% ▼	45% ▼	64% ▼	53% ▼	63% ▲	45% ▼	55% ▼			58%
No response.	16%	12% ▼	8% ▼	17% ▲	30% ▲	22% ▼	14% ▼	37% ▲	14% ▼			19%

Emergency Department  
Patient Survey

## Emergency Department Front Door Audit

Data Source: Front Door Audit Completed by Patient

Number of patients interviewed

5. If yes, how many times have you tried in last week?

	Jan-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	YTD
Once.	81%	79%	▼ 38%	▼ 67%	▲ 50%	▼ 56%	▲ 43%	▼ 72%	▲ 74%	▲	▲	62%
Twice.	11%	0%	▼ 13%	▲ 10%	▼ 17%	▲ 8%	▼ 9%	0%	▲ 10%	▲	▲	9%
Three times.	3%	0%	▼ 8%	▲ 0%	0%	▼ 4%	0%	0%	0%	0%	0%	2%
Four times.	5%	7%	▲ 0%	0%	0%	0%	0%	0%	0%	0%	0%	1%
More than four occasions.	0%	7%	▲ 0%	▼ 7%	▲ 0%	▼ 8%	▲ 4%	▼ 0%	▼ 3%	▲	▲	3%
No response.	0%	7%	▲ 42%	▲ 17%	▼ 33%	▲ 24%	▼ 43%	▲ 28%	▼ 13%	▼	▼	23%

6. If no, why not?

My GP is always too busy.	2%	0%	▼ 0%	0%	0%	0%	0%	1%	▲ 0%	▼	▼	0%
I couldn't get an appointment until...%.	2%	0%	▼ 0%	3%	▲ 0%	▼ 0%	0%	1%	▲ 3%	▲	▲	1%
I thought this problem needs a hospital doctor.	44%	73%	▲ 3%	▼ 9%	▲ 24%	▲ 32%	▲ 47%	▲ 53%	▲ 45%	▼	▼	37%
It's easier for me to come to A&E.	24%	7%	▼ 38%	▲ 38%	▼ 47%	▲ 27%	▼ 19%	▼ 4%	▼ 6%	▲	▲	23%
My GP advised me to come to A&E.	3%	16%	▲ 1%	▼ 23%	▲ 7%	▼ 8%	▲ 9%	▲ 18%	▲ 3%	▼	▼	10%
The ambulance took me in.	0%	0%	0%	1%	1%	1%	0%	0%	0%	0%	0%	1%
NHS direct advised me to come to A&E.	3%	3%	0%	5%	▲ 12%	▲ 5%	▼ 4%	▼ 1%	▼ 1%	0%	0%	4%
My friend took me here.	3%	1%	▼ 16%	▲ 1%	▼ 2%	▲ 12%	▼ 4%	▼ 5%	▼ 14%	▲	▲	7%
The police took me here.	0%	0%	0%	2%	▲ 0%	▼ 1%	▲ 0%	▼ 0%	▼ 1%	▲	▲	1%
Other.	16%	0%	▼ 0%	0%	0%	3%	▲ 3%	▼ 4%	▲ 0%	▼	▼	3%
No response.	3%	0%	▼ 34%	▲ 24%	▼ 6%	▼ 11%	▲ 14%	▲ 14%	▼ 26%	▲	▲	15%

7. NEW: Were you aware of the urgent care centre?

Aware	-	-	42%	51%	▲ 33%	▼ 42%	▲ 29%	▼ 33%	▲ 32%	▼	▼	37%
Not aware	-	-	38%	47%	▲ 34%	▼ 52%	▲ 55%	▲ 56%	▲ 56%	▲	▲	48%
No response	-	-	20%	1%	▼ 33%	▲ 6%	▼ 16%	▲ 11%	▼ 12%	▲	▲	14%

## Emergency Department Patient Experience

Data Source: Front Door Audit Completed by Patient

	Jan-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	YTD
<b>Number of patients participating</b>	88	73	96	99	100	91	100	100	100			847
<b>Which area of ED is the patient in?</b>												
Majors	71%	71%	82%	74%	70%	66%	67%	65%	52%	▼		69%
Minors	3%	12%	16%	3%	12%	10%	11%	9%	9%	▲		9%
EDU	25%	4%	0%	12%	3%	1%	5%	14%	22%	▲		10%
Paeds	0%	3%	0%	2%	9%	3%	3%	6%	5%	▲		3%
Resus	0%	1%	0%	5%	3%	4%	8%	6%	0%	▼		3%
Not stated	1%	8%	2%	4%	3%	15%	6%	0%	12%	▲		6%
<b>Gender</b>												
Male	39%	47%	57%	62%	42%	51%	49%	39%	47%	▲		48%
Female	61%	53%	42%	36%	55%	45%	51%	45%	52%	▲		49%
Not stated		0%	1%	2%	3%	4%	0%	16%	1%	▼		3%
<b>Age</b>												
<b>In May 2011 new age bands were introduced</b>												
17 yrs or younger	1%	5%	1%	6%	12%	4%	4%	7%	0%	▼		5%
18-25				12%	5%	11%	12%	10%	8%	▼		10%
26-35				11%	18%	12%	16%	6%	7%	▲		12%
36-50				18%	15%	23%	14%	8%	20%	▲		16%
51-64				12%	11%	18%	17%	12%	14%	▲		14%
18-64	38%	53%	54%	—	49%	64%	59%	36%	49%	▲		51%
65-74				8%	16%	8%	14%	14%	13%	▲		12%
75-84				14%	14%	12%	12%	19%	16%	▼		15%
85 yrs or older				16%	6%	8%	11%	10%	16%	▲		11%
65 yrs or older	59%	40%	44%	38%	36%	27%	37%	43%	45%	▲		41%
Not stated	2%	1%	1%	2%	3%	4%	0%	14%	6%	▼		4%
<b>Ethnicity</b>												
White	79%	78%	89%	79%	74%	73%	72%	66%	86%	▲		77%
Mixed	0%	0%	2%	1%	3%	0%	0%	4%	3%	▼		1%
Asian or Asian British	13%	12%	5%	11%	14%	15%	17%	10%	8%	▼		12%
Black or Black British	1%	3%	1%	2%	1%	3%	1%	0%	0%	▲		1%
Chinese	0%	0%	0%	1%	0%	0%	1%	0%	0%	▲		0%
Other	1%	1%	1%	5%	0%	3%	4%	1%	3%	▼		2%
Not stated	6%	5%	0%	1%	8%	5%	5%	19%	0%	▲		6%



## Emergency Department Patient Experience

Data Source: Front Door Audit Completed by Patient

	Jan-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	YTD
<b>Number of comments received</b>	286	157	197	495	500	454	499	499	500			3587
<b>Overall</b>	NB Questionnaire Ammended in May 2011. May impact on any trends											
Positive	76%	70%	59%	93%	93%	95%	90%	94%	93%			85%
Neutral	11%	10%	18%	5%	4%	1%	9%	3%	4%			7%
Negative	13%	20%	23%	2%	3%	4%	1%	3%	3%			8%
<b>Care Received</b>	In May 2011 this question changed to "How has your care been today?"											
Positive	77%	84%	69%	88%	89%	100%	94%	92%	92%			87%
Neutral	16%	8%	28%	9%	7%	0%	6%	5%	5%			9%
Negative	7%	8%	3%	3%	4%	0%	0%	3%	3%			3%
<b>Information Received</b>	In May 2011 this question changed to "Did the staff communicate effectively with you?"											
Positive	66%	80%	43%	92%	99%	96%	96%	99%	100%			86%
Neutral	10%	0%	14%	6%	1%	0%	4%	1%	0%			4%
Negative	24%	20%	43%	2%	0%	4%	0%	0%	0%			10%
<b>Waiting Times</b>	In May 2011 this question changed to "Have you experienced long waits in the dept, have you been told why?"											
Positive	55%	21%	36%	88%	92%	90%	78%	86%	84%			70%
Neutral	13%	24%	7%	8%	4%	2%	20%	8%	9%			11%
Negative	32%	56%	57%	4%	4%	8%	2%	6%	7%			20%
<b>NEW - Privacy</b>	In May 2011 this question was introduced "Has your privacy been maintained whilst you were examined?"											
Positive				99%	97%	99%	92%	95%	100%			97%
Neutral				0%	2%	0%	8%	1%	0%			2%
Negative				1%	1%	1%	0%	3%	0%			1%
<b>NEW - Dignity and Respect</b>	In May 2011 this question was introduced "Were you treated with dignity and respect by staff?"											
Positive				99%	99%	96%	96%	99%	100%			96%
Neutral				1%	1%	0%	4%	1%	0%			1%
Negative				0%	0%	4%	0%	0%	0%			1%