



In hospital and in the community

proud to make a difference

Sheffield Teaching Hospitals **NHS**  
NHS Foundation Trust

## Operational pressures

### Governors Council update

Tuesday, April 30th

## The context

Time period	April-Jun 2011	Jul-Sep 2011	Oct-Dec 2011	Jan-Mar 2012	April-Jun 2012	Jul-Sept 2012	Oct - Dec 2012	Jan-Mar 2013
-------------	----------------	--------------	--------------	--------------	----------------	---------------	----------------	--------------

95% of patients seen, treated, admitted or discharged within 4 hours of attending Accident and Emergency.



- 95% performance delivered consecutively for six quarters
- Due to demand and winter pressures we were not able to meet the target for Quarters 3 and 4 which meant that we narrowly missed the target for the year 2012/13 – achieving 93.24%

## Operational update

- We have experienced extraordinary pressure our services over the last few months with increases in A&E attendances but moreover emergency admissions
- Our teams have been working exceptionally hard to meet the demand in difficult circumstances and I would like to personally thank everyone for their efforts..
- However goodwill alone is not a sustainable option and over the past few weeks considerable time and effort has been focused on identifying key actions which we need to take in the short, medium and longer term to manage the situation.

## Operational update

In terms of the immediate actions:

- The Trust has commissioned a specific piece of work from Professor Jon Nicholl at SCHARR to try to better understand the rise in admissions so that we can develop appropriate plans to respond going forward.
- After discussions with Sheffield CCG, the cap on the number of patients which can enter the *Home of Choice process* has been removed.
- In addition we are designing a new model of care with Sheffield CCG and the Local Authority which will be introduced from September 2013 or even more quickly if possible.

## Operational update

- Community Intermediate Care Services (CICS) have been expanded and will try to ensure, with immediate effect, all patients appropriately referred to the service are discharged within a maximum of 96 hours of being declared medically fit.
- The number of intermediate care beds has been increased from 116 to 136 and this capacity will remain in place until the demand decreases. The Community Services Care Group will also try to ensure that all patients appropriately referred for an intermediate care bed are discharged within 96 hours of being declared medically fit.
- In addition to the increased capacity work is also being undertaken to try to ensure that patients can be discharged to intermediate care beds on a seven day basis.

## Operational update

- From April 15<sup>th</sup> all medical wards at NGH and RHH have a daily clinical decisions meeting to ensure that key actions and decisions, including discharge decisions are made as early as possible in the day. This is supported by the generation of central information on outliers.
- The Trust has introduced an operational management rota to supplement the NGH Duty Matron rota and provide a clear focus for the management of patient flow and escalation.

## Operational update

In addition to these actions, the Nurse Directors and General Managers have taken a personal lead to focus on making rapid progress in three key areas:

- (i) A reduction in the number of patients with an average length of stay above 15 days.
- (ii) A reduction in outliers by 50% as a result of the above; and
- (iii) Ensuring that at least 95% of the patients presenting in the Accident and Emergency department are seen, treated, discharged or admitted within four hours.

## Operational update

- A&E escalation plan
- Dr Andrew Gibson to lead work on patient flow
- New capital A&E build
- A&E staff expansion (15 Nurses, 4 Consultants)
- Urgent Care Centre (Sorby conversion)
- Major Trauma Centre
- Assessment areas (emergency care)
  - short stay
  - 48 hours

## Operational update

- Risk assess population/GP Associations
- Local Authority/CCG
  - Home of Choice
  - EMI
  - STIT
- Single Point of Access/GP Bed Bureau
- Investments 2013/14



In hospital and in the community

proud to make a difference

Sheffield Teaching Hospitals   
NHS Foundation Trust

## Questions