

REPORT TO THE HEALTH AND WELLBEING BOARD

IMPROVING ACCIDENT AND EMERGENCY (A&E) PERFORMANCE

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide members with an update as to how the Barnsley Health Community will recover performance to deliver high quality, timely services for patients requiring treatment at Barnsley Hospital NHS Foundation Trust.
- 1.2 This report is a summary of the response prepared by the NHS Barnsley Clinical Commissioning Group that was submitted to NHS England on Thursday 30th May 2013.

2. RECOMMENDATIONS

It is recommended that:-

- 2.1 **Members note the report and agreed approach to ensuring that all agencies within the Barnsley Health and Social Care Community take a joint responsibility in improving the Urgent Care Pathways across the Borough resulting in 95% of patients attending the Accident and Emergency (A&E) Department at Barnsley Hospital being seen, treated, admitted or discharged within a maximum of 4 hours.**

3. INTRODUCTION

- 3.1 On 9th May 2013 the NHS Barnsley Clinical Commissioning Group received a letter from NHS England's Chief Operating Officer/Deputy Chief Executive outlining the impact for patients in terms of experience and quality of services as a consequence of the long waiting times within A&E Departments nationally. The letter recognised the unacceptable position that had seen 65% of hospitals fail to deliver the A&E 4 hour standard in the final quarter of 2012/13.
- 3.2 The correspondence asked that Regional Directors facilitate a partnership approach and system-wide development of local recovery and improvement plans, with local Health Communities expected to align their plans to the National Recovery Plan.
- 3.3 The local Recovery and Improvement Plan has therefore been developed in cognisance of the National Plan and the required response coordinated and prepared by NHS Barnsley Clinical Commissioning Group (BCCG) in collaboration with; NHS England Area Team, Barnsley Hospital NHS Foundation Trust (BHNFT), NHS England Primary Care Commissioners, South West Yorkshire Partnership Foundation Trust (SWYPFT), Public Health, Barnsley Metropolitan Borough Council (BMBC) and Yorkshire Ambulance Service (YAS).

4. BACKGROUND

- 4.1 The A&E Department at BHNFT has seen a rise in demand over recent years with annual attendances now approximately 80,000 per annum, circa 220 attendances per day.
- 4.2 The 4 hour standard started to become an issue for BHNFT during Quarter 3 of 2012/13. The Trust attributes the failure to consistently achieve the standard to be multifactorial including; a lack of available beds, middle grade medical staff cover within A&E, clinical engagement across the Trust leading to poor speciality ownership, surges of patients arriving at the same time, and an increasing complexity and acuity of patients.
- 4.3 The Trust has also recognised that not only has demand been increasing but the patterns of patient presentation was significantly different, consequently capacity and resources were misaligned to this change in pattern in demand.
- 4.4 In order to further support the Trust and to ensure that actions required to improve performance were inclusive of the wider health and social care community the hospital was visited by representatives from the BCCG and NHS England Area Team in February 2013 and the Emergency Care Intensive Support Team (ECIST) in April 2013. A number of actions were identified following these visits all of which have been included within the Trust Emergency Pathway Recovery Action Plan.

5. PERFORMANCE

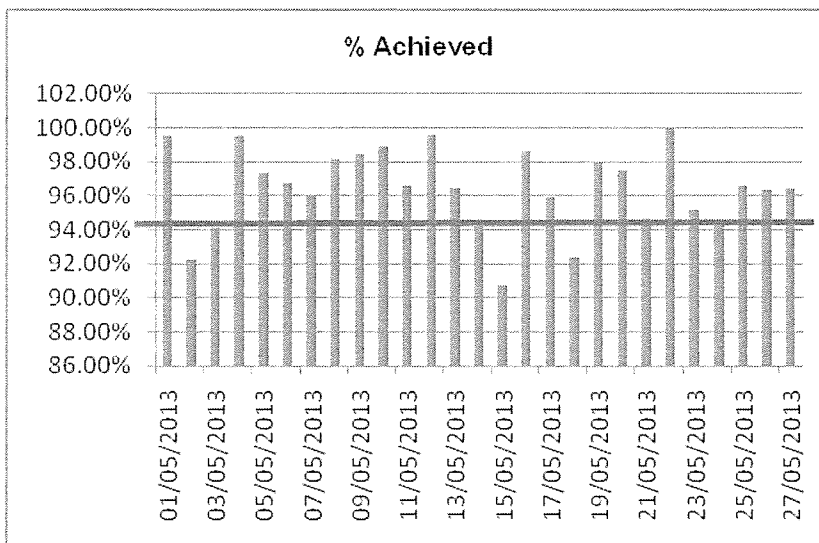
- 5.1 A comprehensive Emergency Pathway Recovery Action Plan developed by the Trust has been shared with all provider partners. This plan provided the framework for the response to NHS England and the further development of the Health and Social Care Community-wide Recovery and Improvement Plan. This is monitored weekly by the Trust with progress reported to the Trust Urgent Care Programme Board, the Trust Transformation Board and Board of Directors.
- 5.2 A weekly internal operational meeting also takes place to undertake a root cause analysis of each patient who waits in excess of the 4 hour standard in order to fully understand the detail and reason for each delay and agree remedial action where required.
- 5.3 In addition a fortnightly Local Health Community Forum with membership from all key stakeholders is in the process of being established to look at trends and patterns of A&E attendances, identify 'hot spots' and areas for immediate action and disseminate learning across the wider health economy.

5.4 BHNFT performance is summarised in the table below. This indicates the performance for 2012/13 and also includes the performance for April and May 2013.

Period	Performance
Q1 2012/13	95.48%
Q2 2012/13	95.44%
Q3 2012/13	93.37%
Q4 2012/13	90.74%
April 2013	87.53%
May 2013	95.95%

5.3 BHNFT performance improved throughout May and it is predicted that it will deliver the 4 hour standard for June, however it acknowledges that due to the April performance position it is now not possible to meet the performance standard for Quarter 1.

5.4 The table below indicates the improved performance throughout May showing achievement in excess of 95% for 21 out of 27 days.



6. THE RECOVERY AND IMPROVEMENT PLAN

6.1 The letter received from NHS England stipulated that Recovery and Improvement Plans must demonstrate that robust actions are in place to ensure recovery by the end of the first quarter.

6.2 The Barnsley Health and Social Care Community Recovery and Improvement Plan covers the following areas:

- Recovery for Quarter 1 2013/14
- Urgent Care Governance Arrangements for Barnsley
- Delivery prior to A&E
- Primary Care

- The effectiveness within the A&E Department
- Flow within the Hospital Discharge Planning
- Reablement funding
- CCG Investment and support – (70% tariff)
- Community-wide Winter Plan
- Sustainability

6.3 NHS BCCG intends to provide the coordination and support across all agencies to gain a sustained improvement in the urgent care pathway for Barnsley patients. The commitment and contribution from all key stakeholders is vital to ensure success and the CCG have been in regular discussions with the regulator Monitor to understand how best they can support the sustained attainment of the standard through a multiagency/health community-wide approach.

7. NEXT STEPS

7.2 In order to support the strategic planning for unplanned urgent care in Barnsley a borough-wide Unplanned Care Improvement Programme Board is being set up. This Board will be led by the Clinical Commissioning Group's (CCG) Unplanned Care Clinical Lead, supported by the CCGs Chief Nurse and Chief Finance Officer.

7.3 The purpose of this Board will be to create a fully integrated approach to unplanned care commissioning to meet the needs of the population of Barnsley. The Board will be attended by key providers of both health and social care across the borough and outwith the CCG will report into the Health and Wellbeing Board.

7.4 As recognition that this Board is in its development stage an 'interim' Four Hour Operational Urgent Care Board has been established to address immediate issues and ensure that the position to meet the 95% standard within Quarter 1 2013/14 is recovered.

8. CONCLUSION

8.1 BHNFT has seen a recovery against the 4 Hour Standard during May but acknowledges that an integrated community-wide approach is the only way to deliver sustained achievement.

8.2 A positive step has been the recognition that the ability of the Hospital to ensure a timely, high quality and safe urgent care pathway for all patients attending the A&E Department is a responsibility of all providers of health and social care across the Borough and that the solutions to achieving the sustained improvements need to be owned by each organisation.

8.2 The Recovery and Improvement Plan will address the short-term recovery of the Standard, identify medium-term actions, including the development of a comprehensive plan for winter and importantly ensure a Health and Social Care Community-wide approach to determining the long term strategy for Urgent Care across the Borough of Barnsley.

Author: Elaine Jeffers – Interim Chief Operating Officer, Barnsley Hospital NHS Foundation Trust