

4 Hour Performance to date

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Background

During 2014/15, considerable improvements have been made operationally in the delivery of the 4 hour emergency access target. The Trust has consistently achieved the target for the first 8 months of the year delivering in Quarter 1 and 2.

December and January to date have seen significant pressures within the health care economy and within the Trust leading to an increase in patients waiting within the Emergency Department in excess of 4 hours. This has led to non achievement of the target in Quarter 3 and an inability to retrieve the position in January; however work is on-going to the recover the target in Quarter 4.

Current Position and Analysis

Current data reflects an increased breach position in December/January and this was predominantly due to:

- Delays for beds – Silver command has been supporting the flow through the organisation. The medical team have also ensured extra support from medics to expedite early discharge by increasing ward round and allocation of named consultants to outlying wards
- Doctor waits – There have been shortfalls in the middle grade rota which the ED consultant team have supported. There has also been additional ED consultant presence at weekends to support 16.00 – 00.00. In the second week of January two consultants were back from maternity leave, this increased consultant presence and coverage on the shop floor
- Increase in acuity of patients – Silver command has coordinated an increased consultant ward round to ensure patients receive a senior review in a timely manner; Challenges have also been put in place to see why patients are still in bed bases. Early escalates from wards for any potential blockages are being communicated to Silver Command.

In December 2014 we have seen an increase in attendances by 1.19% compared to December 2013. As at the 20th January we have had an increase in attendance by 3.97% compared to 20th January 2014.

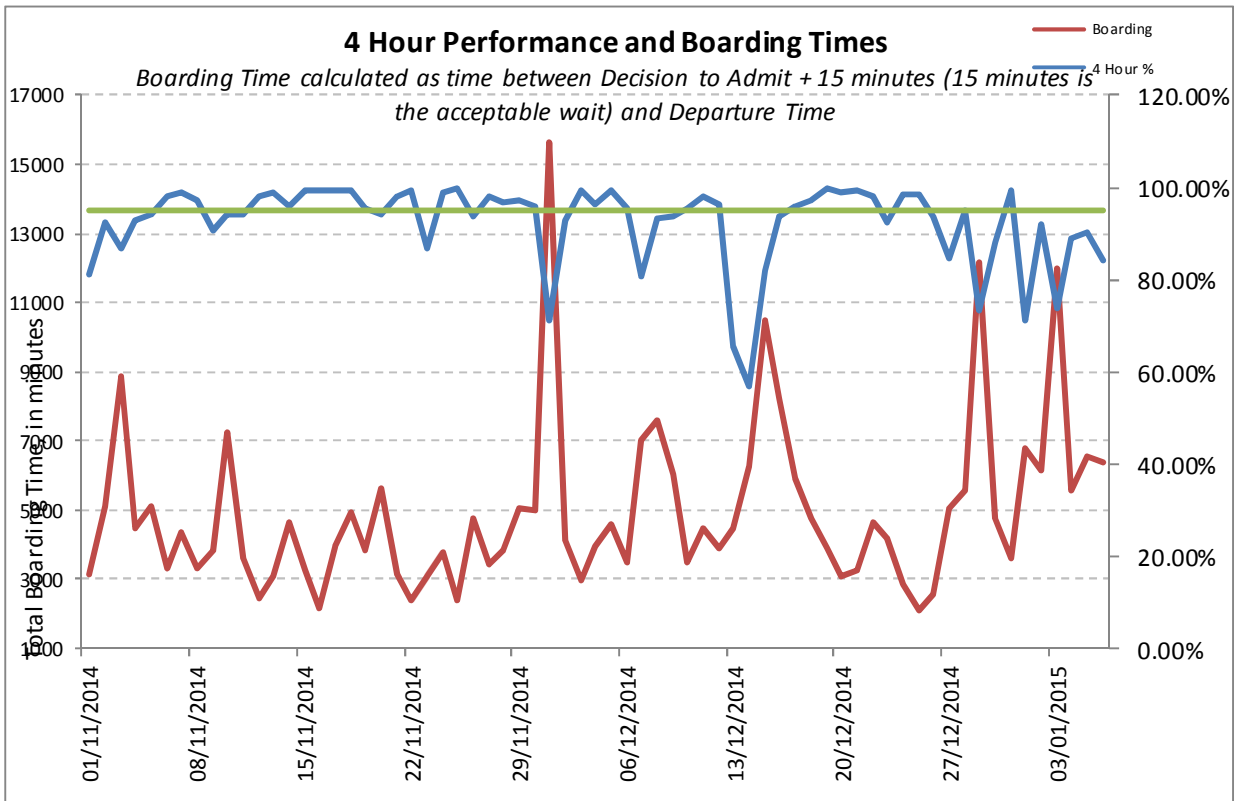
ED Performance by Month as at 20th January 2015			
	Total Attend's	Breached 4 Hours	Achievement %
Apr-14	6743	335	95.03%
May-14	6779	95	98.60%
Jun-14	6876	189	97.25%
Jul-14	7091	191	97.31%
Aug-14	6394	230	96.40%
Sep-14	6659	195	97.07%
Oct-14	6611	226	96.58%
Nov-14	6532	293	95.51%
Dec-14	6726	650	90.34%
Jan-15	4007	336	91.61%

Challenging days in December 2014			
Day	Total Attend's	Breached 4 Hours	Achievement %
Mon 1st Dec	287	83	71.09%
Sat 13th Dec	242	83	65.71%
Sun 14th Dec	244	105	57.79%
Sat 27th Dec	242	36	85.13%

In December there have been challenging days the challenges were due to:

- Increased attendances
- Increased demand with ambulance patients YAS seeing an above average increase in conveying patients to hospital (25%).
- Doctor waits shortfalls in middle grade rota's
- Bed waits and patient flow throughout the organisation

Boarding time for patients also has had a significant impact on the department. The chart below highlights 4 hour performance v patients boarding in the department and shows a high boarding times in the department is a contributory factor to performance. Escalation has been put in place.



- ED coordinators escalation at 3 hours to silver command to highlight early the potential blockages that are faced by ED
- START – consultant lead plans in earlier in the patient journey
- Bed meeting – predicating the demand and planning for peak time activity to have beds available to meet the demands

Predictions

January target is not achievable and on current performance we are predicting to achieve 91.6%

Quarter 4 position is achievable if we continue have on average 200 attendances per day with less than 8 breaches per day (as at 20/01/2015)

January Position as of 20-01-2015

Attendances to date = 4007

Breaches to date = 336

Average 200.35 attendances per day

Average 16.8 breaches per day

Current Performance = **91.61%**

20 days assessed

11 days remaining

based on average attendances to achieve 95% = no longer possible

Quarter 4 end position as of 20-01-2015

Attendances to date = 4007

Breaches to date = 336

Average 200.35 attendances per day

Average 16.8 breaches per day

Current Performance = **91.61%**

20 days assessed

70 days remaining

based on average attendances to achieve 95% = no more than 8.06 breaches per day

YTD end position as of 20-01-2015

Attendances to date = 64419

Breaches to date = 2739

Average 218.37 attendances per day

Average 9.28 breaches per day

Current Performance = **95.75%**

296 days assessed

70 days remaining

based on average attendances to achieve 95% = no more than 17.79 breaches per day

Actions Taken

The organisation is currently undertaking a review of the patient care pathway to reduce delays within the system and facilitate better patient flow throughout the hospital and into the community.

Silver command arrangements and increased management presence on site over 24 hours has been modified to provide patient flow/staffing support. As from Monday 19th January senior support will be identified using the Bronze, Silver, Gold command structures and the current on call arrangements with a management presence on site from 4pm – 12MN Monday to Friday and 12md-8pm Saturday and Sunday.

The following initiatives have also been introduced:

- Focus of bed meetings to include discharge management, early identification of patient sleep outs
- Enhanced arrangements for consultant cover to ensure daily senior review of patients on outlying wards

- Mobilising junior medical resource from all specialties during times of operational distress
- Additional locum consultant physician to further enhance 7 day working
- Continued 7 day presence in therapies, imaging and pharmacy
- Undertaking a review of ward configuration to find a “best fit” for current activity
- Introduction of additional ED Consultant presence at weekends 16.00 – 00.00 for the majority of the Saturdays and Sundays
- Increased ED consultant input to the shop floor by use of flexible sessions
- ED Matron and Service Manager supporting flow and escalation
- Progress chases (patient flow assistants) have been in place from 15th Jan 17.00 – 02.00 at this moment in time not all 7 days per week have been cover but all efforts are being made to fill the shifts
- ED Coordinator have their own phone for an escalation process in place for coordinators to escalate at 3 hours the plan for all patients in the department to Silver command/Bed managers.
- A Standard Operating Procedure is being completed for ratification to formalise the ED escalation process
- CDU introducing enhanced procedures to pull patients into the unit and utilise external teams to assess and avoid admission. (frailty team and urgent therapy team)
- Increased provision of ENPs at a weekend
- Enhanced administration support to ED shop floor

Karen Kelly
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January 2015