Urgent Care Transformation: A Clinical Perspective
Meet James and Chris

Introductions

Dr James Kerr, Hampshire Hospitals

- Since January 2019, Hampshire Hospitals NHS Foundation Trust has been running a transformation programme to deliver improvements to patient flow and quality.
- Dr James Kerr provides his view on how this programme has not only allowed the trust to buck the trend in urgent care performance, but also kick-start a ground-up culture change

Chris Bradley, 2020 Delivery

- 2020 Delivery works solely in the public sector, generating impact for service users
- We’ve supported 15 hospital systems over the last 2 years, like those in Hampshire, to transform services for patients
Our case for change
In 2018, performance, quality and staff engagement were at an all-time low

**Context**

*CQC, September 2018:*

“We have made it clear to the trust where it must take action to improve, and have placed urgent conditions... to ensure these improvements do take place.”
We knew all about our problems as we had a long list of them from external organisations

Summary of recommendations from external organisations

<table>
<thead>
<tr>
<th>External organisation</th>
<th>Urgent &amp; Emergency Services Improvement Recommendations</th>
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<tr>
<td>CareQuality Commission</td>
<td>23</td>
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<td>NHS Improvement</td>
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<td>ECIST</td>
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<td>All</td>
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We decided to tackle this mammoth problem with a new approach by putting our clinicians in charge.

Our approach:

1. Undertake rapid review of improvement recommendations to prioritise work (2 weeks)
   - “We know what to do first”

2. Put our clinicians in charge of just 4 priority initiatives (2 weeks)
   - “We are in charge”

3. Run ‘Sprints’, supported by our partners from 2020 Delivery (7 weeks)
   - “We are generating success”

4. Consolidate the changes by running ‘Sustain’ projects, led by our own staff (8 weeks)
   - “We are building our capability”
Our ImprovED Patient Flow Programme allowed us to buck the national trend, delivering results quickly.

Early results

Rose 70 places in national ranking for type 1 attends, to reach 34th
An 8% gain between HHFT’s performance and national performance
We worked on simple, well-known solutions but made sure that we implemented them properly

**Key areas of focus**

During our *Sprint* period, we worked on just 4 things but brought the right people together with the right support

1. **ED: Getting our RAT working**
2. **ED: Using our CDU better**
3. **Bed Management: Improving our daily rhythms**
4. **Wards: Implementing SAFER**
Our Sustain phase gave responsibility to 30 of our own staff to implement their own process changes

Sustaining change

**LOCKING-IN CHANGES**

- 30 staff supported
- Clinical ownership
- Mentoring support
- High-quality, rapid data analysis

- 8-week projects to ensure progress
- Local team engagement
- Built capability and confidence
This programme also generated improvements beyond the original scope and leave a legacy

Benefits and legacy

Performance & Occupancy
8% improvement in 4-hour performance
Occupancy >95% to <90%

Length of stay
11% reduction
4.6 to 4.1 days

Morning discharge of complex patients
<5% to >50%

Recruitment & Culture
We’ve been able to hire 3 new ED consultants after they saw our department and our culture

CQC, April 2019:
“Since our last inspection, Hampshire Hospitals NHS Foundation Trust has worked incredibly hard to embed the improvements required as a result of our previous inspections, and I want to congratulate the Trust.”
This programme also generated improvements beyond the original scope and leave a legacy

Benefits and legacy

“Our programme inspired us and has left a legacy. We always think one person can’t do much on their own, but we have 30 people now making improvements and showing real impact. We have the capability to make future improvements”

Alex Whitfield, CEO, Hampshire Hospitals
Our mission is to spread learning so we can help more systems improve their resilience

Finally

We’re doing two pieces of research:

1. **2019-20 System Resilience Research**
   - What are the key differences behind those systems which perform well, and those that struggle?
   - Detailed comparable analysis
   - We need more volunteers to be a part of this work
   - Your system will benefit from the learnings

2. **Our survey today**
   - What are the key organisational success factors required to generate improved resilience?
   - We have a stand where you can take part and see the results