



Hampshire Hospitals  
NHS Foundation Trust

AMBULANCE

# Urgent Care Transformation: *A Clinical Perspective*

**2020**  
DELIVERY

# 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

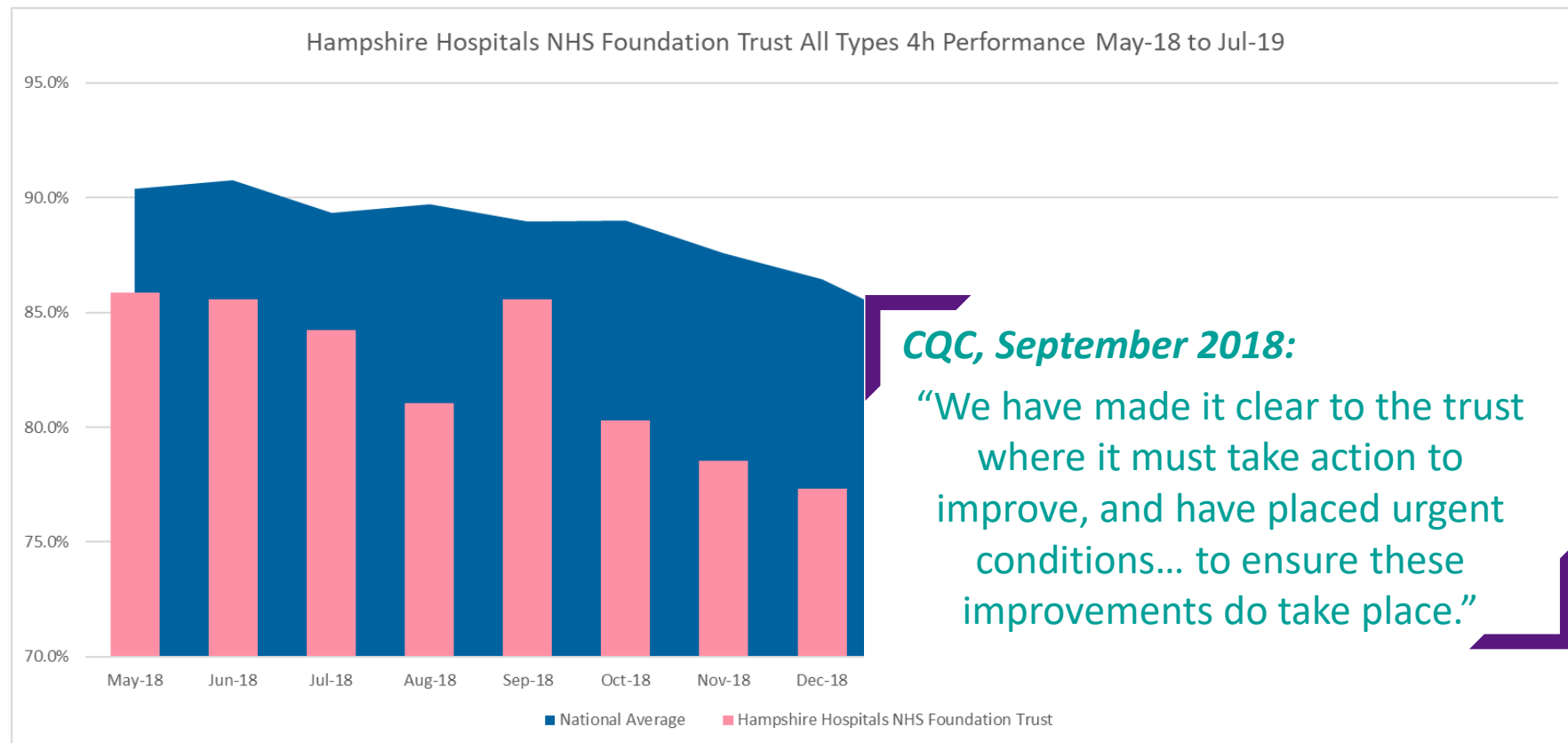


## Our case for change






# In 2018, performance, quality and staff engagement were at an all-time low

## Context



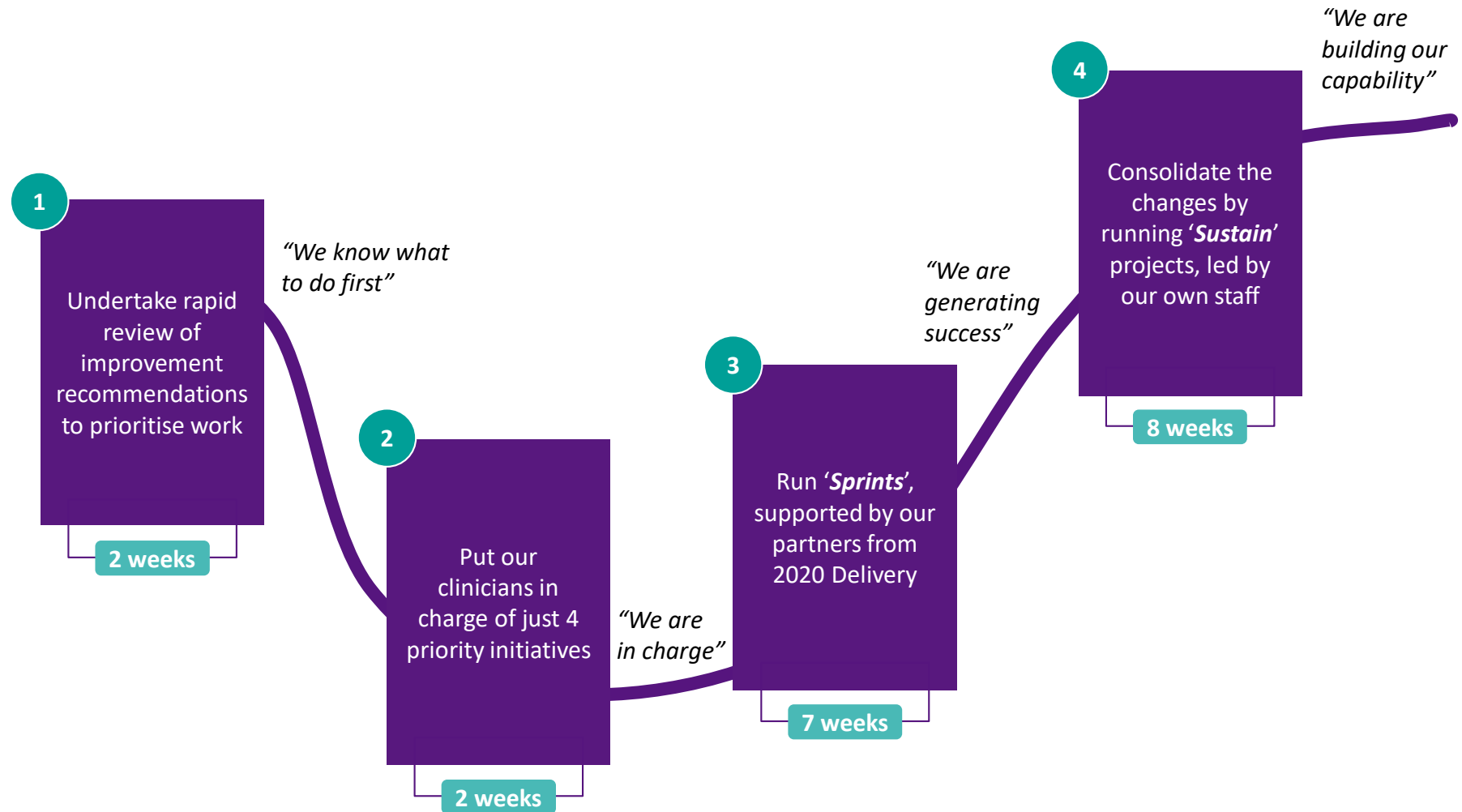
# We knew all about our problems as we had a long list of them from external organisations

## Summary of recommendations from external organisations

External organisation		Urgent & Emergency Services Improvement Recommendations
		23
	Improvement	22
	ECIST	20
All		65

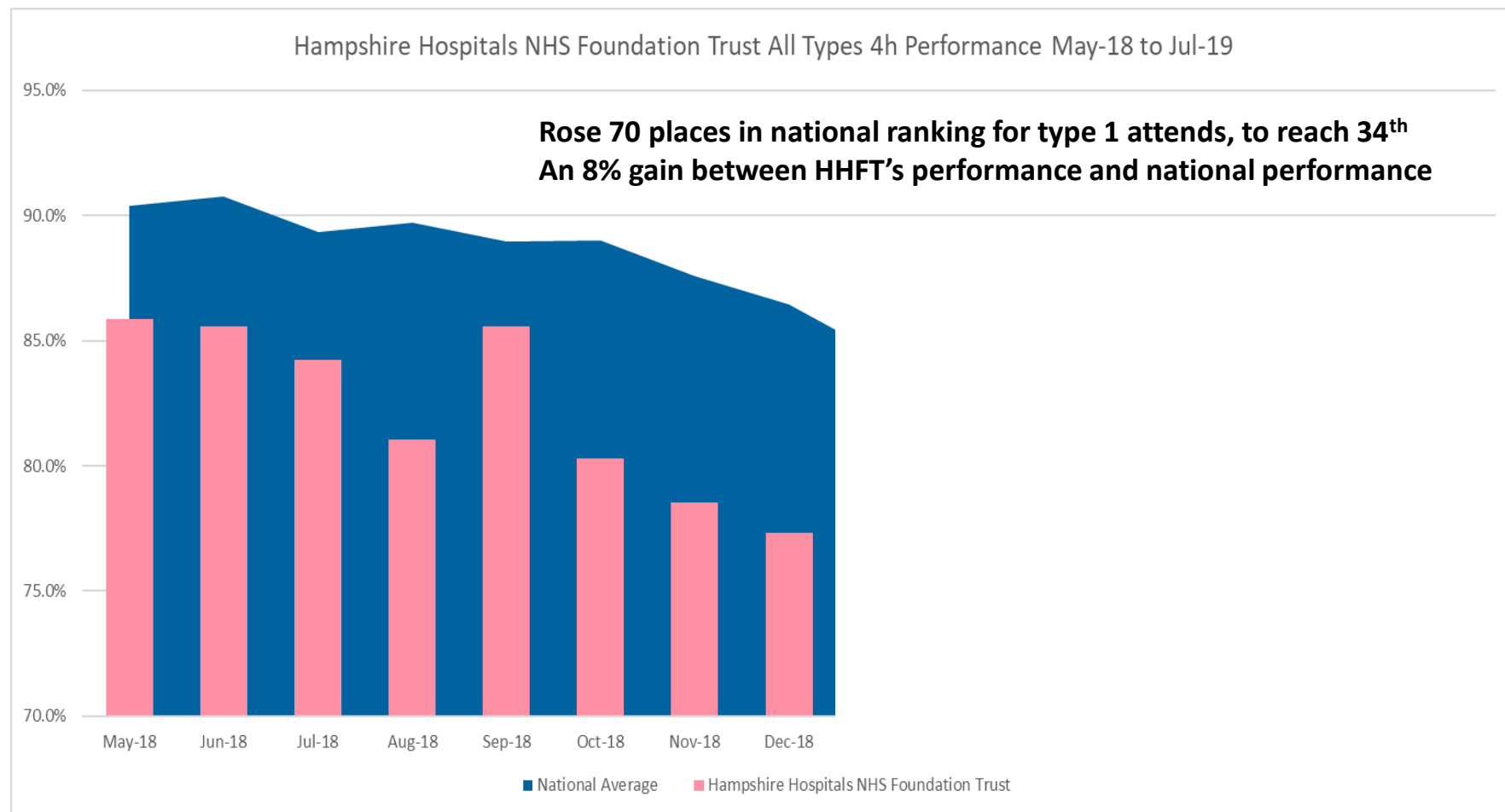
# We decided to tackle this mammoth problem with a new approach by putting our clinicians in charge

## Our approach



# Our ImprovED Patient Flow Programme allowed us to buck the national trend, delivering results quickly

## Early results



# 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

S A F E R



# 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



**2020**  
DELIVERY

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