

4 Hours and All That

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The 4 Hour Target

- 'Impossible'
- 'Just another government tick box'
- 'It'll never happen'

The 4 Hour Target

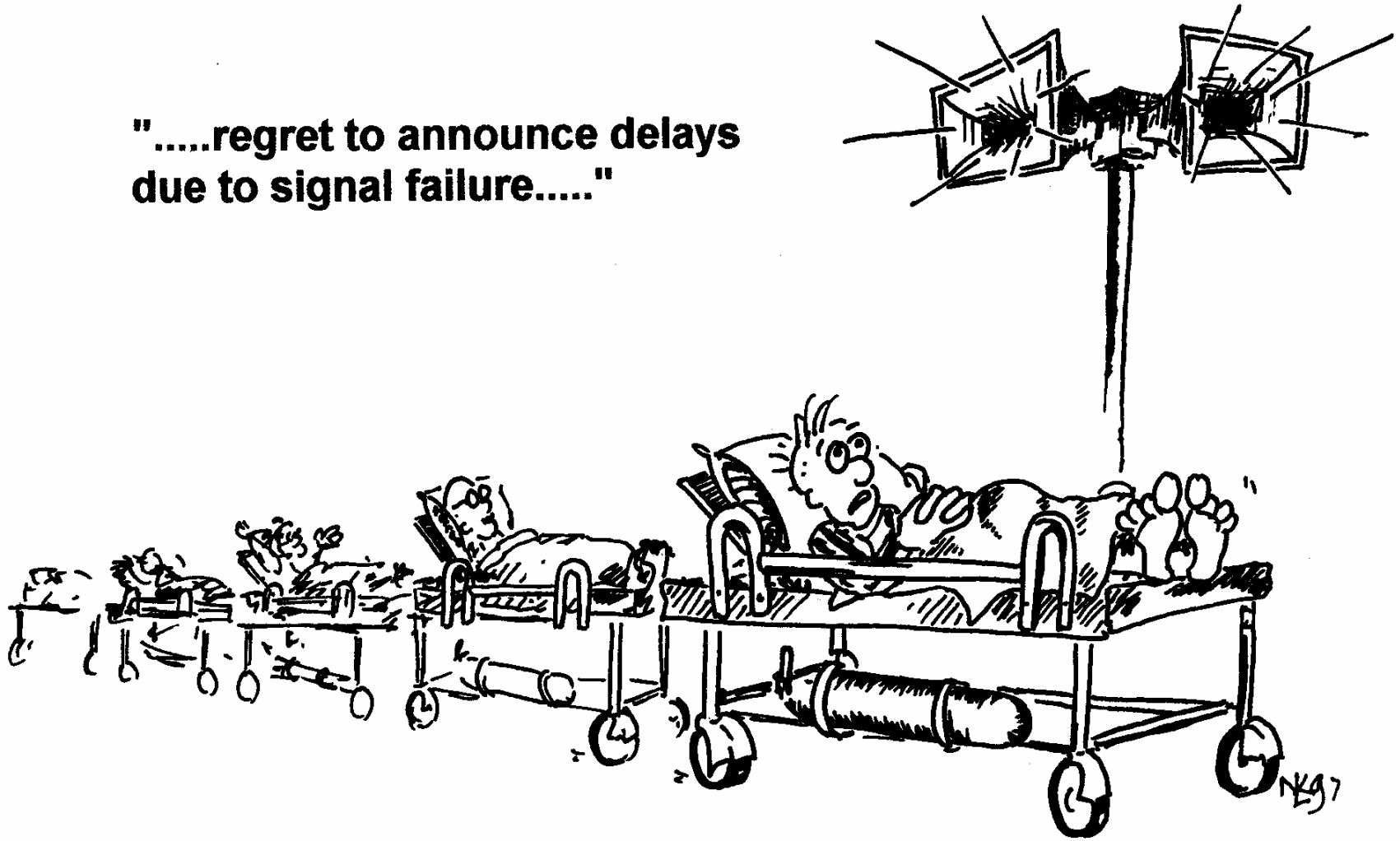
- Emergency Service Collaborative
- ‘small changes to practice will have big changes to outcome’
- Innovative practice
 - We seemed to be doing them already



Emergency Service Collaborative

- But it was A&E's target

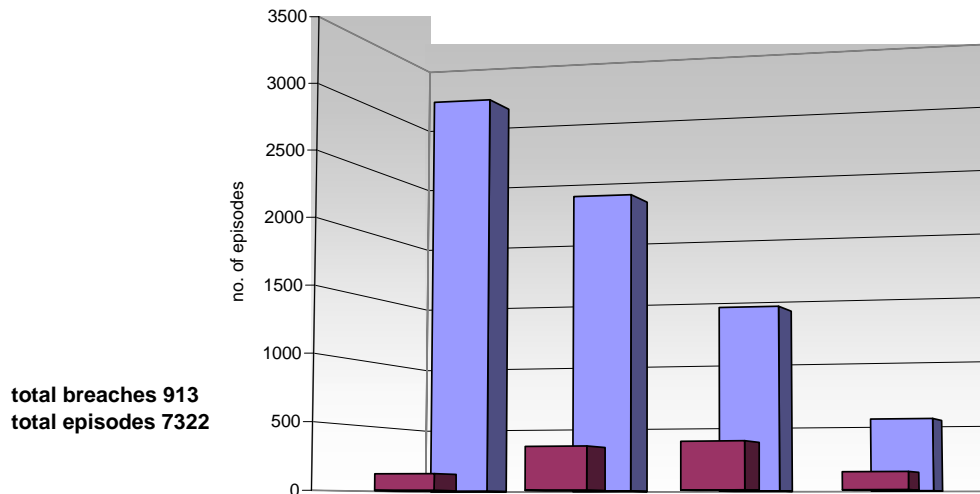
**".....regret to announce delays
due to signal failure....."**



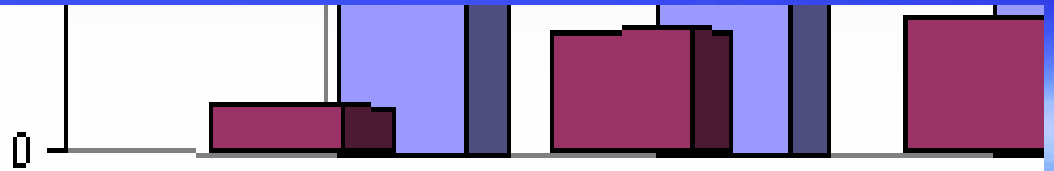
The Breaches

How many patients were there in each group?

A+E episodes and breaches, 1-31st March'03



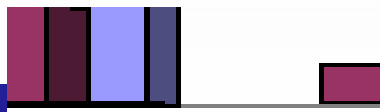
	Group 1	Group 2	Group 3	Group 4
no. of breaches	123	317	347	126
no. of episodes	3095	2294	1398	535
% breaches in group	4%	14%	25%	24%



	Group 1	Group 2	
■ no. of breaches	123	317	
■ no. of episodes	3095	2294	

% breaches in group

14%



88%

Group	t
347	126
1398	535
25%	24%





A&E

Accident and Emergency attendances : Quarter Two 2007/08 (incl PCT providers)

		Week ending									
		08/07/2007	15/07/2007	22/07/2007	29/07/2007	05/08/2007	12/08/2007	19/08/2007	26/08/2007	Grand Total	
REM	Aintree University Hospitals	99.35%	99.45%	99.09%	99.38%	99.23%	99.39%	98.76%	99.27%	99.24%	
RXL	Blackpool Fylde & Wyre Hospitals	99.53%	99.59%	99.66%	99.77%	99.63%	99.45%	99.51%	99.66%	99.60%	
RMC	Bolton Hospitals	99.13%	98.41%	98.99%	99.57%	99.66%	98.32%	96.04%	98.98%	98.61%	
RW3	Central Manch & Manch Children's Univ Hosp	97.42%	97.05%	98.81%	98.98%	98.54%	98.20%	97.83%	96.44%	97.92%	
RJR	Countess Of Chester Hospital	98.26%	98.15%	98.84%	98.06%	99.63%	98.45%	99.43%	98.83%	98.70%	
RJN	East Cheshire	98.53%	99.33%	99.50%	99.69%	98.89%	98.74%	98.51%	97.95%	98.90%	
RXR	East Lancashire Hospitals	97.42%	96.08%	97.67%	96.23%	96.68%	95.04%	96.13%	97.68%	96.61%	
RXN	Lancashire Teaching Hospitals	99.25%	99.21%	99.16%	98.42%	97.16%	97.82%	98.75%	98.64%	98.54%	
REP	Liverpool Women's Hospital	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
RBT	Mid Cheshire Hospitals	99.49%	99.55%	99.45%	98.70%	99.01%	98.92%	99.06%	98.25%	99.06%	
RTX	Morecambe Bay Hospitals	98.16%	99.10%	99.05%	98.46%	97.62%	96.10%	98.56%	96.76%	97.97%	
RWW	North Cheshire Hospitals	98.86%	98.72%	98.87%	98.74%	99.26%	99.05%	99.26%	98.39%	98.89%	
RNL	North Cumbria Acute	99.75%	98.94%	98.96%	99.20%	99.48%	98.01%	99.65%	99.62%	99.20%	
RW6	Pennine Acute Hospitals	98.45%	98.30%	98.92%	98.79%	97.85%	98.22%	98.44%	98.10%	98.38%	
RQ6	Royal Liverpool & Broadgreen Trust	98.92%	99.48%	99.28%	99.53%	99.48%	99.09%	99.17%	98.98%	99.24%	
RBS	Royal Liverpool Childrens	98.89%	99.82%	99.81%	99.90%	100.00%	99.46%	99.89%	98.44%	99.53%	
RM3	Salford Royal	97.52%	97.26%	96.42%	96.32%	97.68%	98.05%	99.43%	98.27%	97.61%	
RM2	South Manchester University Hospital	99.13%	98.83%	98.98%	99.07%	98.50%	98.94%	99.24%	99.42%	99.01%	
RVY	Southport & Ormskirk Hospital	99.60%	99.87%	99.26%	99.80%	99.16%	99.80%	99.40%	98.86%	99.47%	
RBN	St Helens & Knowsley Hospitals	99.63%	99.37%	99.45%	99.77%	99.56%	99.57%	98.28%	99.82%	99.43%	
RWJ	Stockport	99.01%	98.86%	99.53%	98.80%	98.04%	96.36%	99.32%	99.39%	98.66%	
RMP	Tameside & Glossop Acute Services	98.86%	98.23%	98.30%	98.97%	97.67%	98.08%	97.57%	98.71%	98.30%	
RM4	Trafford Healthcare	98.09%	99.07%	98.60%	98.76%	98.11%	98.50%	97.56%	98.04%	98.35%	
RBL	Wirral Hospital	98.20%	97.95%	98.10%	97.98%	98.50%	97.65%	95.49%	96.60%	97.59%	
RRF	Wrightington.Wigan & Leigh	97.58%	99.65%	98.65%	99.43%	99.30%	98.98%	98.18%	98.85%	98.82%	
	Total	98.66%	98.65%	98.89%	98.87%	98.67%	98.34%	98.29%	98.45%	98.60%	

Trust quarter to date performance < 98%

Trust quarter to date performance > 98% but more than 1 weeks < 98%

DRAFT circulated 3/9/07

The 4 Hour Target

- Now a must do target –
- “The best thing to happen to A&E departments”
- Trusts had to unblock patient flow
- PCT engaged and supportive
 - Short term measures
 - Long term strategy

The 4 Hour Target

- ‘Small changes to practice will have big changes to outcome’
- ‘Big changes to practice made some changes to outcome!’
- ‘Small improvements greatly helped the pressure in the system’
 - A few admissions avoided meant there was still flow out of A&E

What did we do?

- Emergency nurse practitioners
 - Not taken from S&T
 - No breaches to minors stream
- 'Navigators'
- Bed management team
- *Bed meetings IN A&E 3/day
 - High level and wide spread involvement
 - accountability

What did we do?

- Breach reports - accountability

Date	Day	A&E Attendance	Breaches	Atts-Breaches	Percentage	No. of patients seen in > 3hrs	Overall % ADT in 3hrs	No. of Patients in Minors	Overall ADT > 3hrs Minors	Overall % ADT in 3hrs Minors	No. of Patients in Majors	Overall ADT > 3hrs Majors	Overall % ADT in 3hrs Majors	No. of Paediatric Patients
04/05/2009	Monday	284	4	280	98.59%	101	64.44%	119	17	85.71%	165	84	49.09%	53
05/05/2009	Tuesday	270	5	265	98.15%	106	60.74%	93	16	82.80%	177	90	49.15%	51
06/05/2009	Wednesday	238	3	235	98.74%	87	63.45%	84	5	94.05%	154	82	46.75%	46
07/05/2009	Thursday	255	1	254	99.61%	92	63.92%	85	14	83.53%	170	78	54.12%	59
08/05/2009	Friday	259	3	256	98.84%	93	64.09%	99	13	86.87%	160	80	50.00%	60
09/05/2009	Saturday	230	1	229	99.57%	60	73.91%	102	4	96.08%	128	56	56.25%	32
10/05/2009	Sunday	268	1	267	99.63%	79	70.52%	118	17	85.59%	150	62	58.67%	58
Total:		1,804	18	1786	99.00%	618	65.74%	700	86	87.71%	1,104	532	51.81%	359

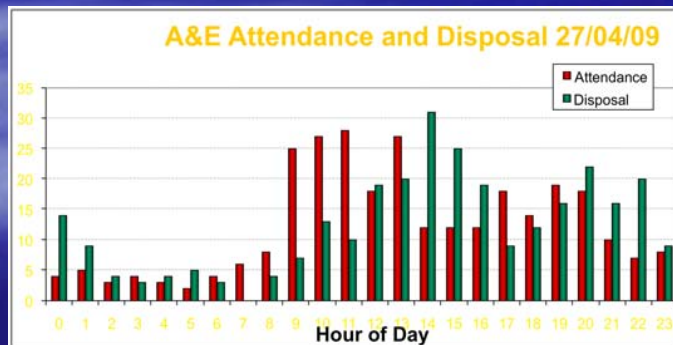
	Minors	Majors	Medicine	Surgery	Paediatric	Total
Delay initial assessment A&E					1	1
Delay in Specialist initial assessment				2		2
Delay in Pathology					1	1
Delay in Radiology						0
Clinical Exception			4	1	1	6
Delay in Mental Health assessment						0
Wait for Transport Home						0
Wait for Transport Other Hospital						0
Wait for a Bed – Observation ward			2			2
Wait for a Bed - Admission			3			3
Delay in review – A&E					1	1
Delay in review – Specialist					2	2
Other						0
Speciality Total	0	0	9	3	6	18

What did we do?

- Breach reports - accountability
- *Repeated discussion with staff explaining why target important – reminding them of the ‘bad old days’ and applauding achievements
- Blackpool Way
- *Prudent use of Observation Ward

What did we do?

- Acknowledgement that patient flow not constant but predictable
- Use the bad days (Sat 40 breaches)
- Staffing to match attendance
 - Review and change



What else?

- *CDU, admission and discharge process, part of our directorate
- *Acute physician
 - Who was part of the assessment process not just another medic
- *Primary Care Assessment Unit
 - PCT funded GP

What else?

- Surgical Assessment Unit
- Children's Assessment Unit
- Fast track #NOF
 - Pathway
 - Trauma coordinator
- Fast track to Gynaecology
- Stroke pathway
 - Via CT

What Now?

- Weekend Consultant cover on shop floor
 - reduced admissions
- Local 3 hour target
 - >70% working towards 80%
- Trust target
 - No longer '4 hour waiting time'
 - Reported next to cancer targets and 18 week waiting list

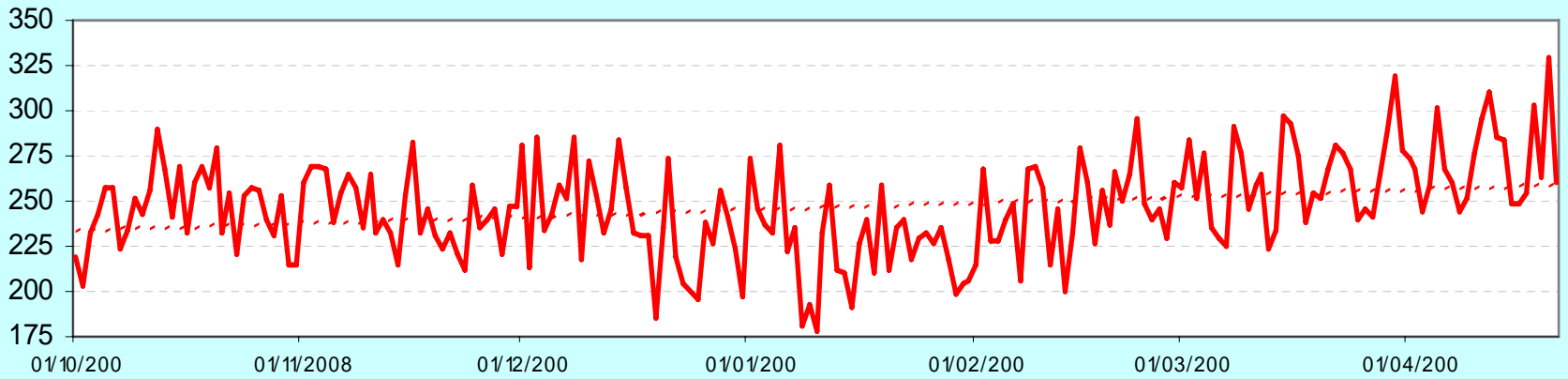
What Now?

- Review staffing/rotas
 - MMC
- Urgent Care Centre
 - Single point of access
 - Co-located and not just Out of Hours

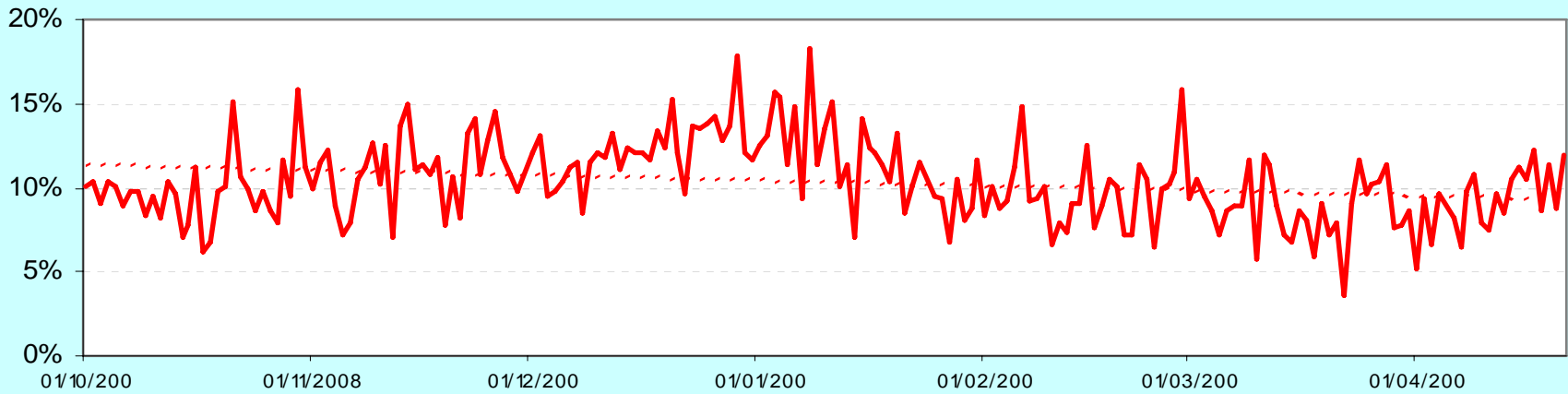
What Now? -problems

- Increasing demand

A&E Attendance



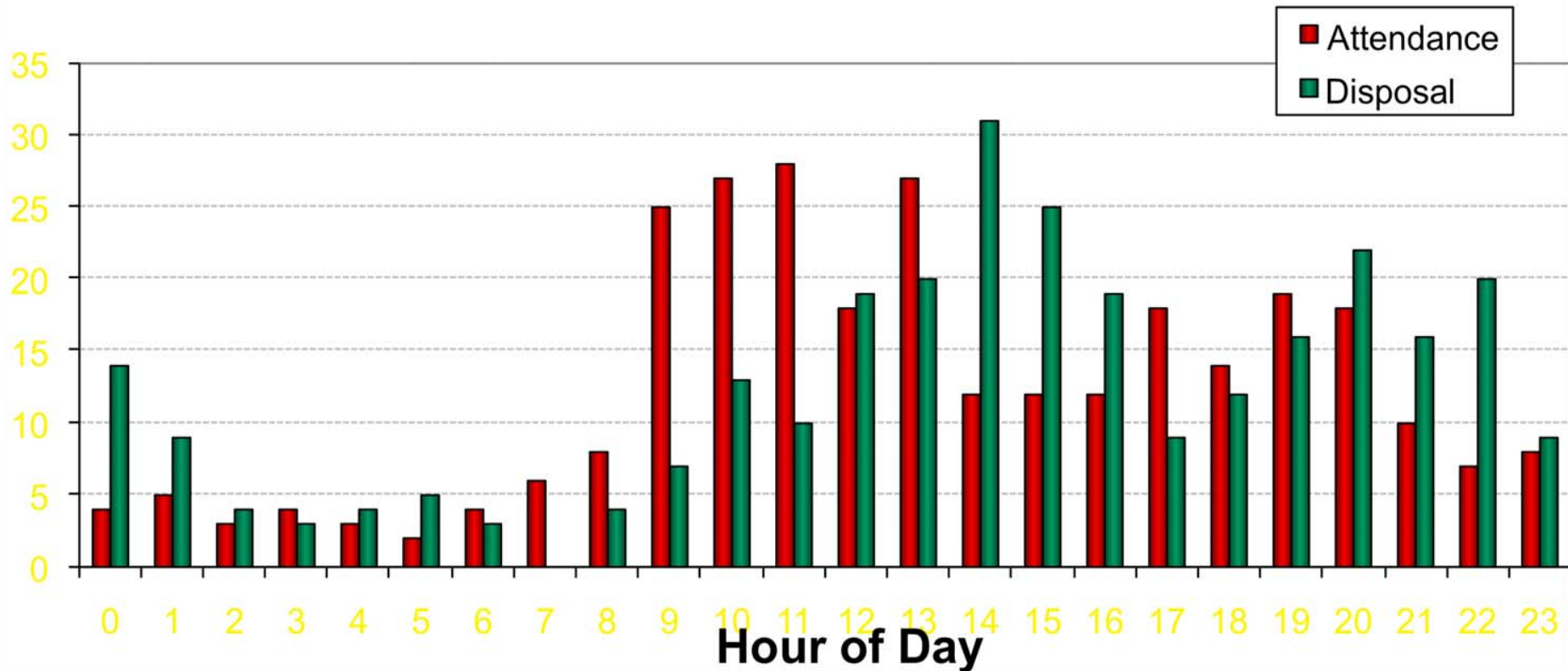
Medical Referrals as a Percentage of Attendances



What Now? -problems

- Increasing demand
- Surge management

A&E Attendance and Disposal 27/04/09



What Now? -problems

- Increasing demand
- Surge management
 - No single response to times of pressure
- Junior trainees
- Bed occupancy
- Referral 'up the ladder'
- Implementation of Urgent Care Centre and it's consequences

The 4 Hour Target

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- 'It'll never happen'

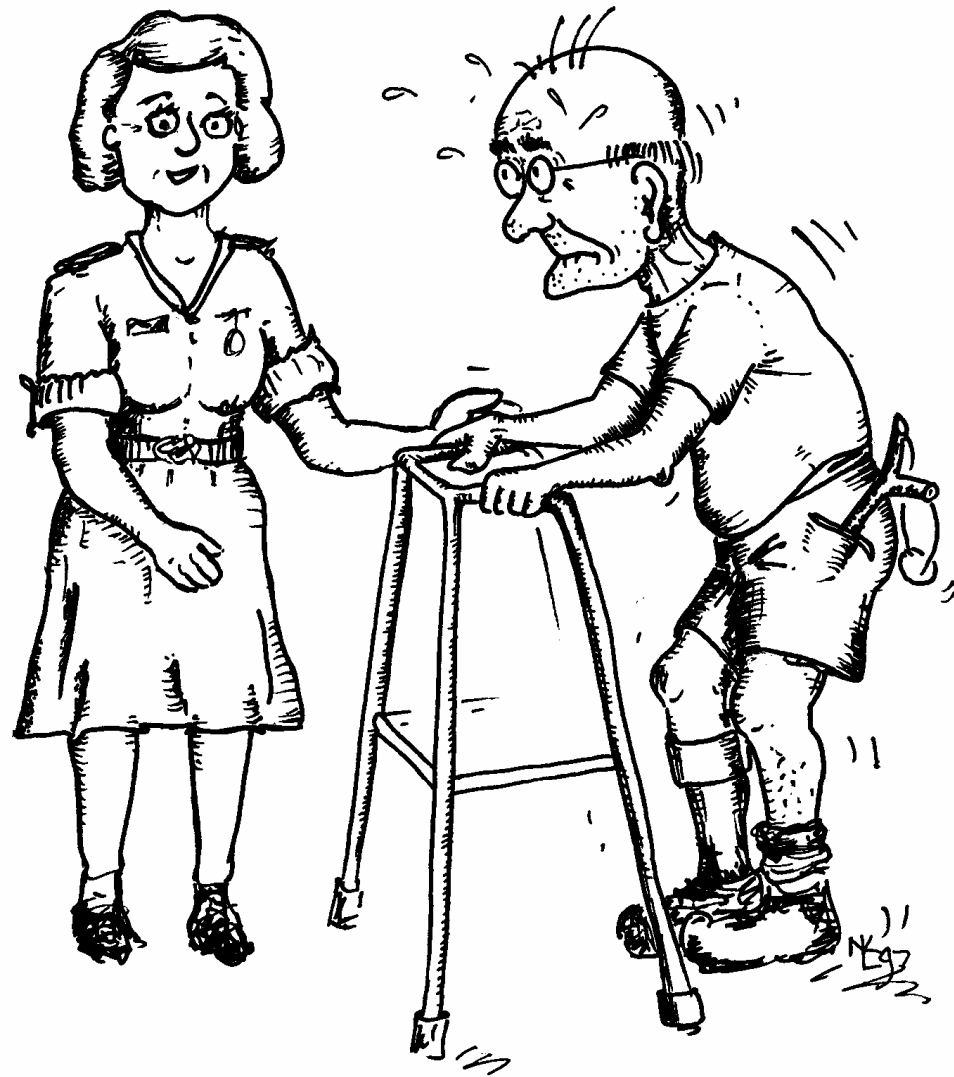
The 4 Hour Target

- 'Bring it on'
- 'It was horrendous (2005) but now it's OK'
- 'It's only a problem if you make it a problem'
- 'No more GP divert, it's great'
- 'It's been bloody hard work'

Achieving the 4 hour target - Summary

- Everyone's responsibility
 - Accountability
- Trust agenda
 - 'Buy in' by specialties
- PCT support
 - Short term plan, long term strategy
- Blackpool Way
 - Empower to effect change

"PAEDIATRICS ARE READY FOR YOU NOW SON"



Thank you

