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Health Scrutiny Committee

16th April 2013



Your Health. Our Priority.

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ED 4 hr emergency standard

- 95% of patients should be admitted or treated and discharged within 4 hours of attendance to the Emergency Department of the hospital.
- The 5% tolerance rate is to allow for some clinical exceptions where patients may require further extended treatment or stabilisation.
- Performance against this standard is monitored on a quarterly basis by Monitor
- Failure to achieve two quarters results in the activation of a process to determine whether a Foundation Trust is in breach of its authorisation

Stockport FT Emergency Department

- 7,500 patients per month attend
 - Circa 25% (around 1,900) will be admitted to the hospital
 - Seen an increase in attendances during the year of 3.9%
 - Seen a larger increase in admissions of 7.6%
 - Over the winter period the admission rate has increased significantly to sustained periods of 30-40% which has resulted in the need for additional beds
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ED Performance – 95% standard

Quarter	Performance
Q1 2012/13	93.6%
Q2 2012/13	93.8%
Q3 2012/13	90.3%
Q4 2012/13	83.4%

Monitor Compliance Framework

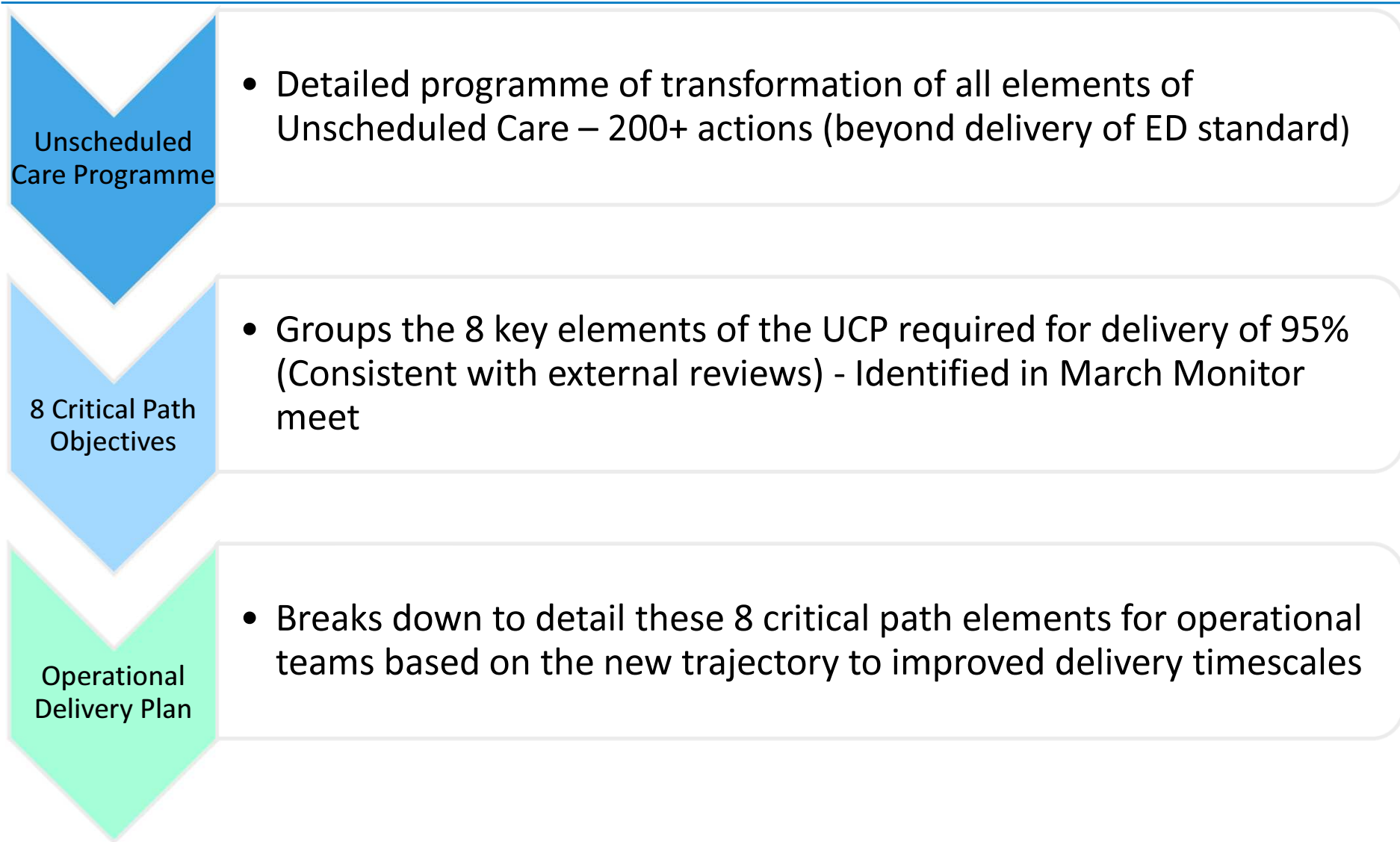
- 2 quarters of successive failure to meet standard resulted in meeting with Monitor to review the current position and decide whether Trust in significant breach of its authorisation
 - Monitor requested Trust to attend meeting in November 2012 for this purpose
 - Trust found in significant breach and notified by letter on 30th January 2013
 - This requires the Trust to meet on a monthly basis with Monitor to agree a rectification plan
 - First meeting was held in March to set out the process to progress to an agreed action plan
 - Subsequent meeting last week where Monitor agreed the Trusts rectification plan and monitoring process
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- The Trust had already put in place a large scale transformation programme for unscheduled care prior to the breach issue.
- In its current structure commenced in August 2012
- Consolidated and captured the large scale change required to reshape Unscheduled Care across the hospital and some health economy wide issues
- Is a long term programme which covers all elements of care rather than just delivery of 95% standard
- Is the overarching plan the Trust is committed to the delivery of

Rectification plan

- To expedite improvement and a return to delivery of the standard the Trust has drawn down elements of its large scale change programme that are key to the delivery of 95%
 - Increased resources and brought forward delivery timescales of key projects
 - Risk assessed each of these at Board level
 - Agreed these with the CCG
 - Developed a delivery trajectory agreed with Monitor in April
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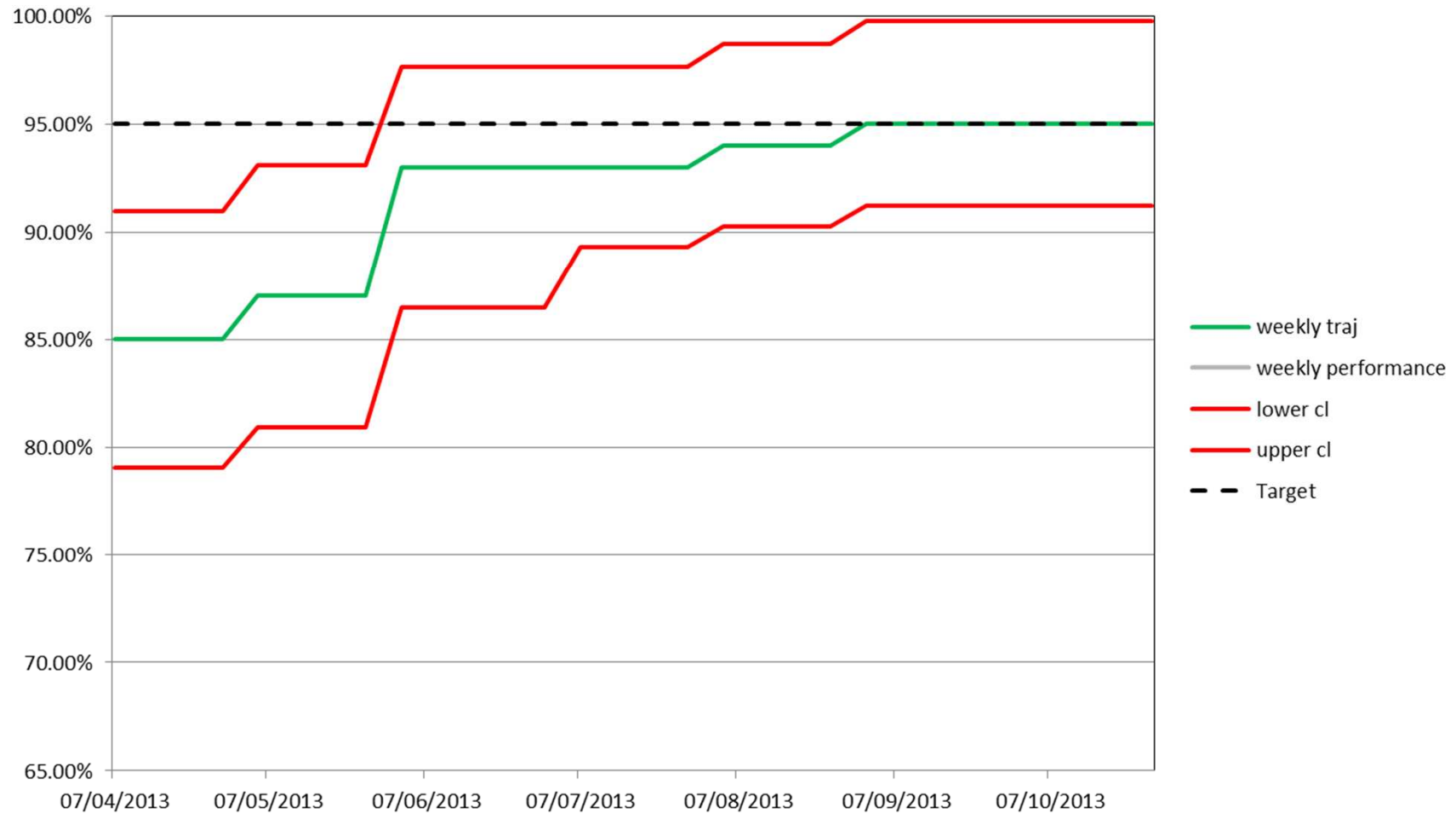
Process for shaping delivery plan



Provisional trajectory

	Impact Weighting	A	M	J	J	A	S	O	N	D	J	F	M
Improving Discharge Process	30%	0%	20%	40%	60%	80%	100%	100%	100%	100%	100%	100%	100%
Increase ED Senior Review	10%	0%	0%	0%	0%	0%	13%	25%	50%	100%	100%	100%	100%
Acute Physician hours	15%	25%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
General Physician on call	8%	0%	0%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
In reach to short stay	30%	0%	0%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Ambulance Turnaround	3%	0%	50%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Ambulatory Care Unit	2%	0%	0%	0%	0%	100%	100%	100%	100%	100%	100%	100%	100%
ED IT system	2%	0%	0%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Implementation %	100%	4%	23%	70%	76%	84%	91%	93%	95%	100%	100%	100%	100%
% Improvement required	11%	0%	2%	8%	8%	9%	10%	10%	10%	11%	11%	11%	11%
Unadjusted Performance		85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%
Trajectory		85%	87%	93%	93%	94%	95%	95%	95%	96%	96%	96%	96%

Proposed trajectory



Proposed trajectory

- Compared to previous anticipated delivery this plan delivers improvement to the overall performance more quickly
 - 95% is still not delivered until the end of September but there is quicker improvement in Q1 to 93%
 - This plan would potentially deliver circa 89% in Q1 and 94% in Q2
 - This does not take into account some of the actions commissioners are taking around alternative pathways, this is being worked through by the CCG for further discussion in April
 - This trajectory assumes the requirement to improve by 10% i.e. it takes the baseline as the average of the winter period, therefore it assumes that the winter pressures do not reduce at any point and could therefore be considered prudent on that basis
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Next Steps

- Delivery of core components of agreed plan over coming months
- Weekly performance reports to Monitor
- Monthly performance meetings with Monitor on trajectory and agreed plan
- Monthly updates to Trust Board
- Weekly performance meetings with CCG senior team

Changes to the regulatory framework

- Changes from 1st April state that Foundation Trusts will now have a Provider Licence rather than the previous compliance framework
 - This will contain conditions based on the recovery of performance of the ED standard
 - Currently in discussions with Monitor over the finalised licence and its conditions
 - Chairman and Chief Executive holding teleconferences with Monitor to agree the final conditions
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