NHS
The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

A SAFER Start week - A system-wide approach to reducing hospital crowding following Christmas

Our partner organisations are involved and so are you

Find out how you are involved by visiting the homepage of the intranet

Help us deliver A SAFER Start to 2018

Commencing 3 January

The objective:

A system-wide approach to reducing hospital crowding following Christmas 2017

- Ambulance delays off loading
- Overcrowded ED
- Bedded patients in ED
- Cancelled operations for patients who are also at risk of not receiving their care
- Pressure on staff
- Increased patient mortality

Our task : to embed understanding leading up to and post the launch date, to change people's perceptions. Throughout the week to keep momentum going by reporting on what worked or did not and have daily metrics.

The Metrics

- % patients discharged pre midday – the target we all are working to is 35% nationally
- 4 patient questions
- AEC % of daily medical take
- Management of outliers
- No of stranded and super stranded - patients why are our patients staying beyond 7 days /21 days
- % of surgical activity not cancelled

What was different

- Pre launch session with clinicians nurses and managers
- Communications and branding
- Sharing of good practice from MAU
- Point prevalence work up per launch ensuring all wards knew how to complete their updates
- Information team support and work on metrics
- Daily metrics
- Launch of 3rd 100 day challenge #pre12discharges – Nursing and Clinical champions
- CCG on site [Yay Gary !]
- Drs held GP admission avoidance phone
- Drs in early to in reach
- Silver hubs
- Gold phone

What Worked Well [WWW]

- CCG on site [Yay Gary !]
- Additional space purchased in community
- GP admission avoidance phone
- Drs in early to in reach
- Daily reporting of key metrics
- Gold HUB and access for teams to call or come and ask
- Medical secretaries supporting AEC [late idea]
- Focus on 21+ super stranded created new pathway work

Even More Effective If [EMEI]

- Ward liaison Officers sporadic
- Full social participation [care homes etc] messages not getting out to C&P or indeed public
- If we had a nominated Dr for medical outliers
- Data from GP phone so we could quantify impact
- Silver hubs reporting on time back to Gold
- 4 key questions audit completed and fed back in realtime

AE performance against peers

- It was a very challenging period for our Trust and indeed for many Trusts across the country
- We had challenging days with staff sickness and reliance on bank and agency and continue to do so
- Safety above performance remained our priority

Cambridgeshire, Peterborough & Norfolk Locality

Period Ending	Day of Week	Cambridge University Hospitals NHS Foundation Trust			Hinchingbrooke Health Care NHS Trust			Norfolk & Norwich University Hospitals NHS Foundation Trust			Peterborough & Stamford Hospitals NHS Foundation Trust			North West Anglia NHS Foundation Trust			The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust		
		Total	>4hrs	%	Total	>4hrs	%	Total	>4hrs	%	Total	>4hrs	%	Total	>4hrs	%	Total	>4hrs	%
03/01/2018	Wednesday	415	127	69.4%	111	57	48.6%	531	83	84.4%	389	124	68.1%	500	181	63.8%	184	69	62.5%
04/01/2018	Thursday	412	89	78.4%	128	49	61.7%	552	90	83.7%	371	113	69.5%	499	162	67.5%	155	47	69.7%
05/01/2018	Friday	398	66	83.4%	111	51	54.1%	502	114	77.3%	367	105	71.4%	478	156	67.4%	160	55	65.6%
06/01/2018	Saturday	379	55	85.5%	120	44	63.3%	575	140	75.7%	453	99	78.1%	573	143	75.0%	193	56	71.0%
07/01/2018	Sunday	341	30	91.2%	113	31	72.6%	606	88	85.5%	391	83	78.8%	504	114	77.4%	161	5	96.9%
08/01/2018	Monday	408	30	92.6%	118	38	67.8%	541	125	76.9%	395	122	69.1%	513	160	68.8%	153	12	92.2%
09/01/2018	Tuesday	413	48	88.4%	104	35	66.3%	512	107	79.1%	377	67	82.2%	481	102	78.8%	156	18	88.5%
10/01/2018	Wednesday	417	54	87.1%	114	40	64.9%	481	110	77.1%	381	61	84.0%	495	101	79.6%	162	23	85.8%
11/01/2018	Thursday	375	35	90.7%	114	36	68.4%	509	114	77.6%	386	112	71.0%	500	148	70.4%	162	21	87.0%
12/01/2018	Friday	413	59	85.7%	87	25	71.3%	509	96	81.1%	358	55	84.6%	445	80	82.0%	154	17	89.0%
13/01/2018	Saturday	369	42	88.6%	120	31	74.2%	508	149	70.7%	430	68	84.2%	550	99	82.0%	172	17	90.1%
14/01/2018	Sunday	333	27	91.9%	123	32	74.0%	510	111	78.2%	431	14	96.8%	554	46	91.7%	186	30	83.9%
15/01/2018	Monday	463	35	92.4%	132	44	66.7%	489	62	87.3%	430	56	87.0%	562	100	82.2%	171	33	80.7%
16/01/2018	Tuesday	394	52	86.8%	104	25	76.0%	473	71	85.0%	395	97	75.4%	499	122	75.6%	181	31	82.9%
17/01/2018	Wednesday	407	55	86.5%	129	53	58.9%	486	73	85.0%	362	71	80.4%	491	124	74.7%	148	7	95.3%
18/01/2018	Thursday	407	58	85.8%	106	35	67.0%	463	79	82.9%	363	44	87.9%	469	79	83.2%	169	16	90.5%
19/01/2018	Friday	444	64	85.6%	118	38	67.8%	505	88	82.6%	395	16	95.9%	513	54	89.5%	161	25	84.5%
20/01/2018	Saturday	371	79	78.7%	155	34	78.1%	506	105	79.2%	419	109	74.0%	574	143	75.1%	175	32	81.7%
21/01/2018	Sunday	370	95	74.3%	131	45	65.6%	560	117	79.1%	402	32	92.0%	533	77	85.6%	176	63	64.2%

LoS Review Report

This page is based upon the data that has been entered on the Patient Details tabs.

Patients Reviewed

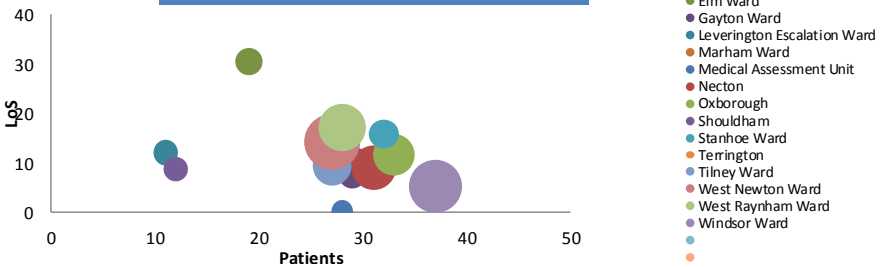
427

out of 427

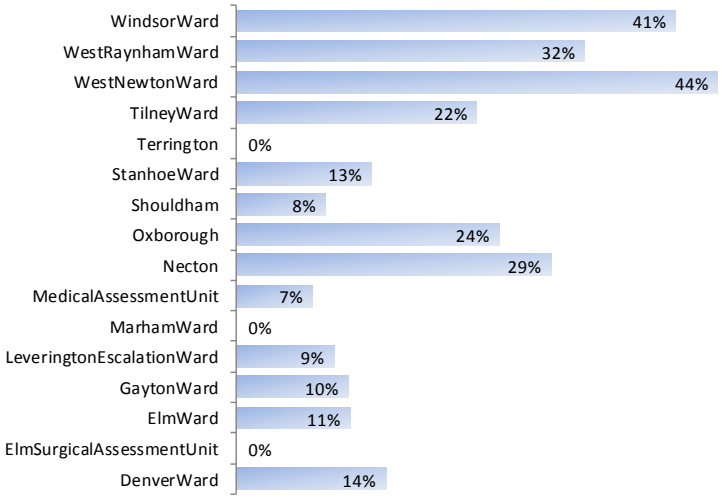
Current LoS

9.39

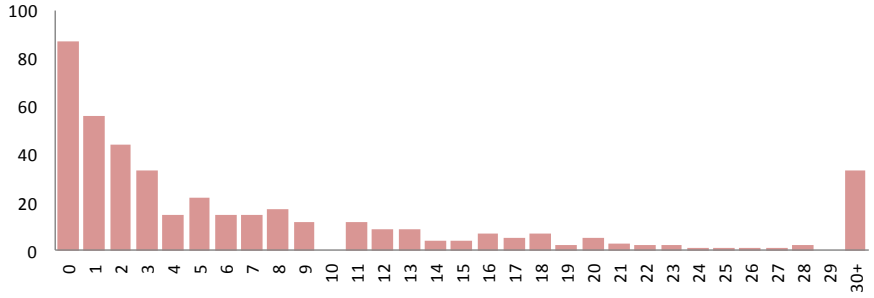
Patients against LoS and % fit



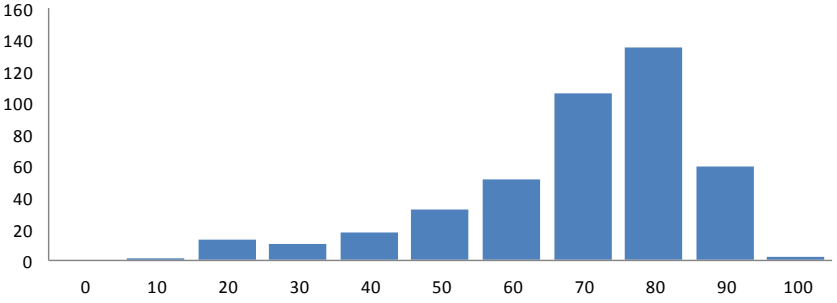
% patients fit



LoS Profile



Age Profile

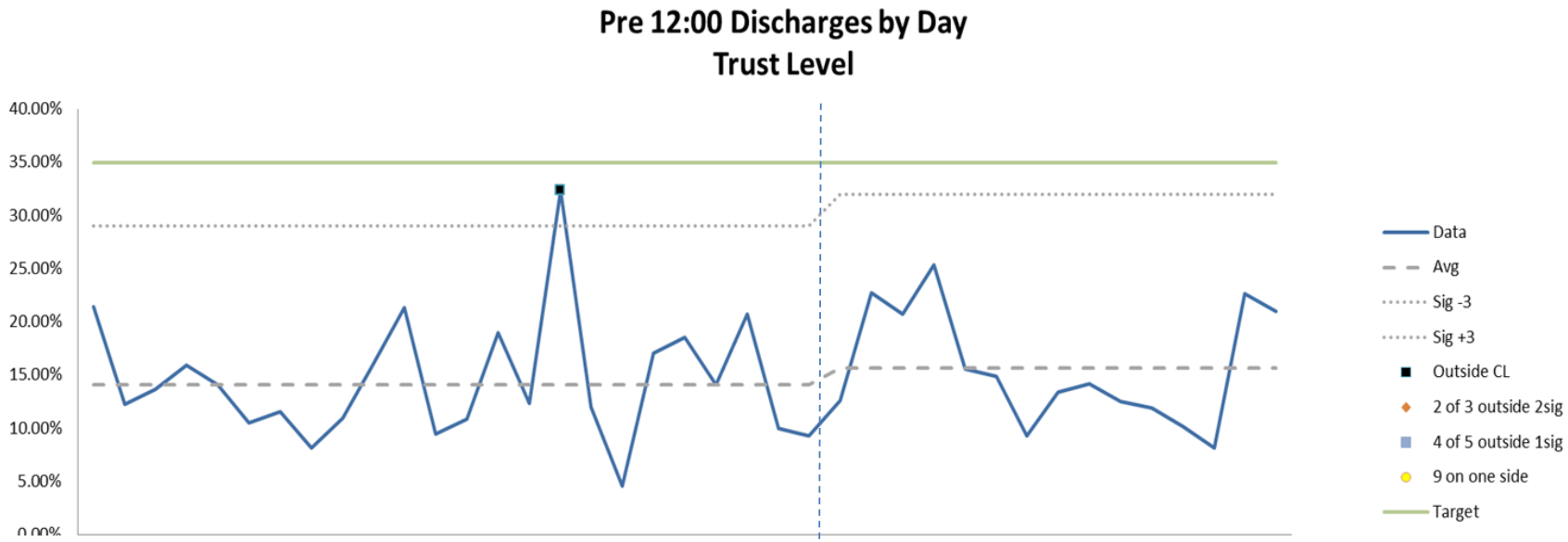


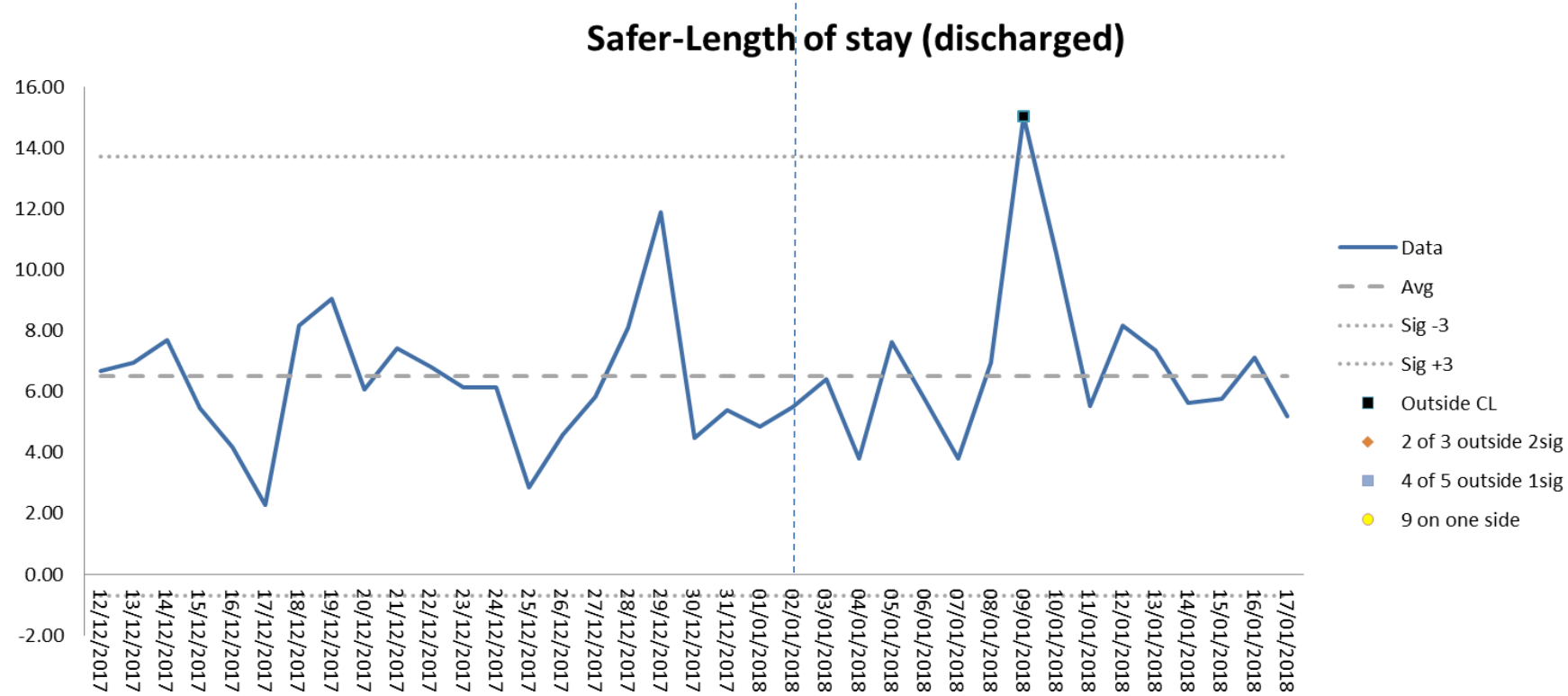
Safer start 2018 Metrics

Metrics	03/Jan 13:00	03/Jan 14:00	04/Jan 10:00	04/Jan 13:00	05/Jan 10:00	05/Jan 12:00	05/Jan 13:00	08/Jan 10:00	08/Jan 13:00	09/Jan 10:00	09/Jan 13:00	10/Jan 10:00	10/Jan 13:00	11/Jan 10:00	11/Jan 14:00	12/Jan 10:00	12/Jan 13:00	15/Jan 11:00	15/Jan 13:00	16/Jan 15:00	17/Jan 10:00	17/Jan 13:00	18/Jan 10:00
Medically Fit For Discharge	99	108	69	100	65	89	89	52	63	46	79	47	91	62	92	58	71	84	92	97	76	76	53
>7 Day LOS (Stranded Patients)	172	172	171	171	177	177	177	190	190	184	184	178	178	170	170	174	174	160	160	161	164	164	155
>14 Day LOS	90	90	92	92	95	95	95	101	101	97	97	92	92	87	87	91	91	85	85	85	87	87	81
>21 Day LOS (Extended Length of Stay Patients)	58	58	57	57	62	62	62	62	62	62	62	63	63	59	59	56	56	53	53	49	49	49	46
>21 Day bed occupancy	58.1%	57.3%	59.2%	57.6%	63.0%	61.2%	60.8%	61.0%	60.3%	61.0%	59.3%	61.0%	59.7%	61.4%	59.4%	60.2%	59.7%	57.8%	56.8%	54.9%	55.4%	57.2%	52.9%
Length of stay	9.68	9.68	10.27	10.27	10.27	11.29	11.29	12.29	10.78	10.78	10.33	10.33	9.89	9.89	10.17	10.17	10.14	10.14	10.00	9.92	9.92	9.39	9.39

Delay Reasons By Ward (TOP 6)

Category	03/Jan 13:00	03/Jan 14:00	04/Jan 10:00	04/Jan 13:00	05/Jan 10:00	05/Jan 12:00	05/Jan 13:00	08/Jan 10:00	08/Jan 13:00	09/Jan 10:00	09/Jan 13:00	10/Jan 10:00	10/Jan 13:00	11/Jan 10:00	11/Jan 14:00	12/Jan 10:00	12/Jan 13:00	15/Jan 11:00	15/Jan 13:00	16/Jan 15:00	17/Jan 10:00	17/Jan 13:00	18/Jan 10:00
Treatment	89	96	63	81	51	78	80	56	70	67	114	38	91	71	110	86	99	159	172	126	150	150	65
Assessment	57	65	42	59	34	39	40	37	47	21	32	36	49	39	47	31	34	38	42	41	29	29	24
Senior medical review (own ward)	6	6	27	29	33	35	35	38	53	53	61	32	37	32	36	30	29	45	49	31	35	35	31
Specialty Review	24	29	21	23	9	14	14	15	26	17	22	10	16	29	55	30	30	38	40	40	17	17	5
Discharge Planned	18	22	21	21	28	33	33	15	22	24	29	18	36	13	24	17	23	12	14	15	13	13	15
Transfer	26	28	24	25	21	28	31	14	15	21	21	17	19	7	18	10	11	10	10	10	12	12	10
Grand Total	464	464	458	458	443	443	443	422	422	433	432	437	437	437	435	443	443	437	437	435	437	437	448


Pre 12:00 Discharges by Day
Trust Level
40.00%
35.00%
30.00%
25.00%
20.00%
15.00%
10.00%
5.00%
0.00%
Data
Avg
Sig -3
Sig +3
Outside CL
2 of 3 outside 2sig
4 of 5 outside 1sig
9 on one side
Target


Safer-Length of stay (discharged)
16.00
14.00
12.00
10.00
8.00
6.00
4.00
2.00
0.00
-2.00
12/12/2017
13/12/2017
14/12/2017
15/12/2017
16/12/2017
17/12/2017
18/12/2017
19/12/2017
20/12/2017
21/12/2017
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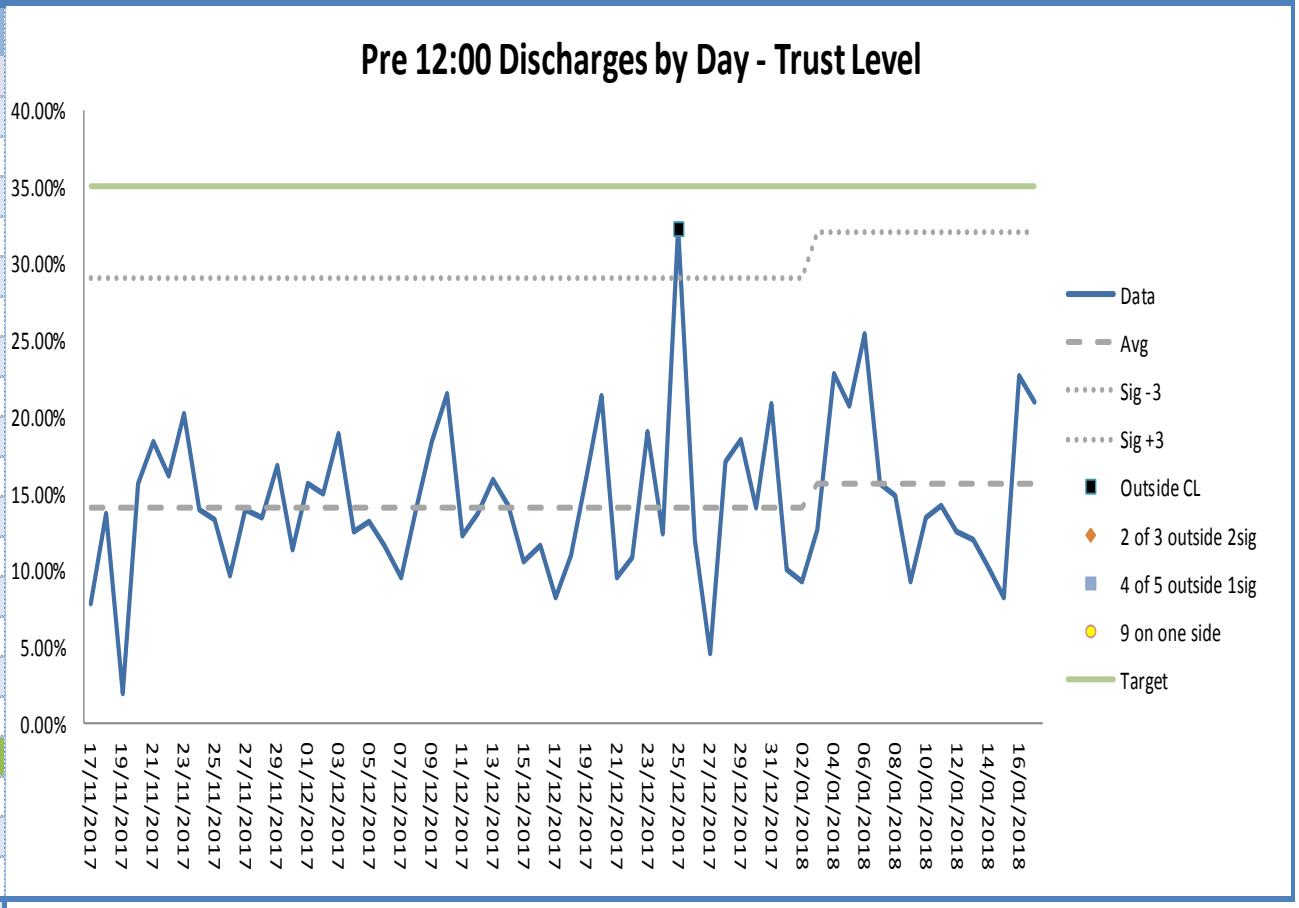
04/01/2018
05/01/2018
06/01/2018
07/01/2018
08/01/2018
09/01/2018
10/01/2018
11/01/2018
12/01/2018
13/01/2018
14/01/2018
15/01/2018
16/01/2018
17/01/2018
Data
Avg
Sig -3
Sig +3
Outside CL
2 of 3 outside 2sig
4 of 5 outside 1sig
9 on one side

Pre-12 Discharge Tracking

Trust (17-Jan): 21%

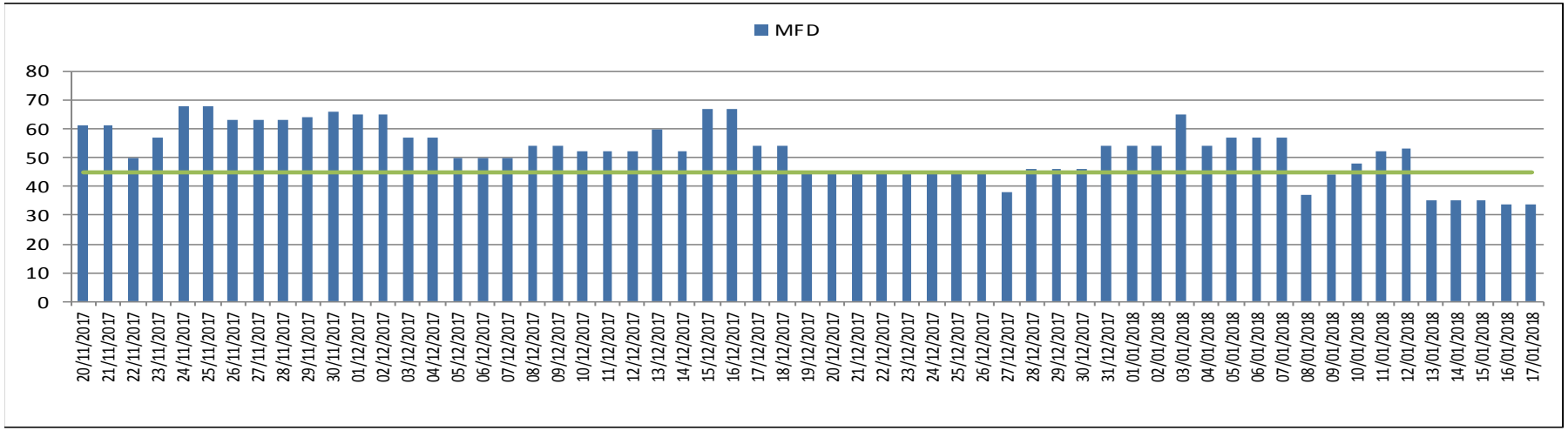
Area	17-Jan	16-Jan	15-Jan	14-Jan
Trust Level	21%	23%	8%	10%
Critical Care	0%			0%
Coronary Care	50%	100%		
Denver Ward	25%	50%	0%	0%
Elm Ward	17%	0%	0%	20%
Elm Surgical Assessment Unit	17%	25%	25%	0%
Gayton Ward	0%	0%	0%	
Leverington Escalation Ward		33%	33%	
Leverington Overflow Ward				
Marham Ward	38%	42%	7%	17%
Medical Assessment Unit	20%	7%	0%	17%
Necton	0%	50%	0%	0%
Oxborough	100%	0%	50%	0%
Rudham Ward	22%	20%	0%	0%
Shouldham	0%		50%	0%
Stanhoe Ward	0%	25%	0%	0%
Terrington	13%	33%	10%	17%
Tilney Ward	0%	33%	0%	50%
Windsor Ward	0%	0%	8%	25%
West Newton Ward	0%	0%	0%	
West Raynham Ward		33%	0%	0%
Discharges:	114	177	170	60



Medically fit for discharge: Target 45
DToC : Target 12

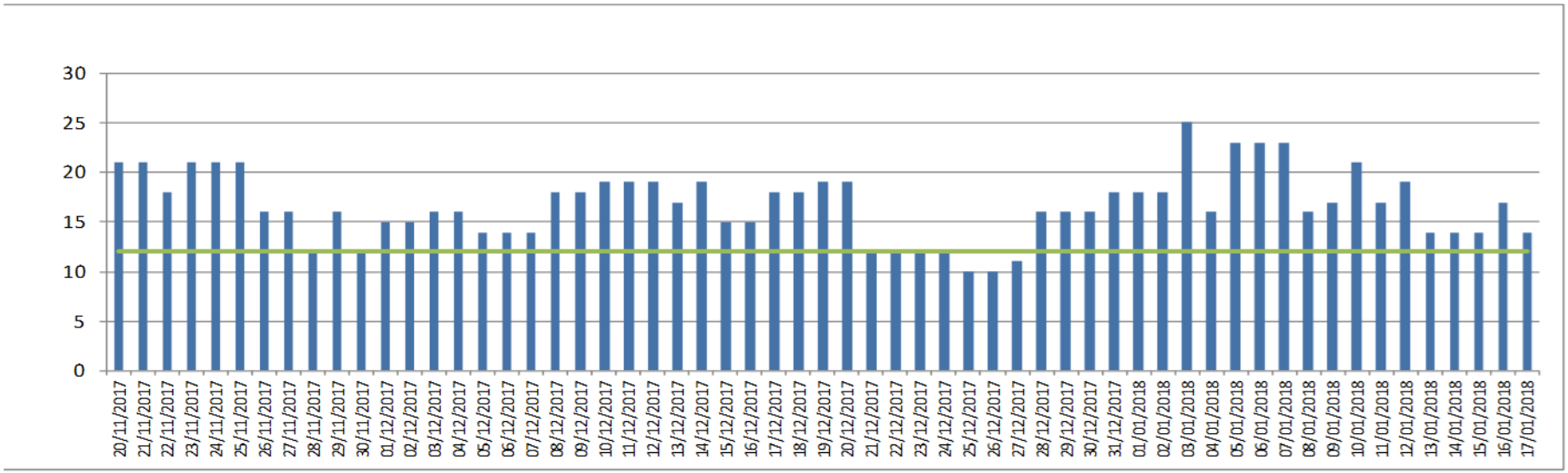
Medically fit

45 is the local target



Delayed transfers of care

12 is the local target



Results of the 4 patient questions

Surgery – total 28 patients only 1 patient did not know why they where in the Trust

28/28 where able to describe what they where waiting for

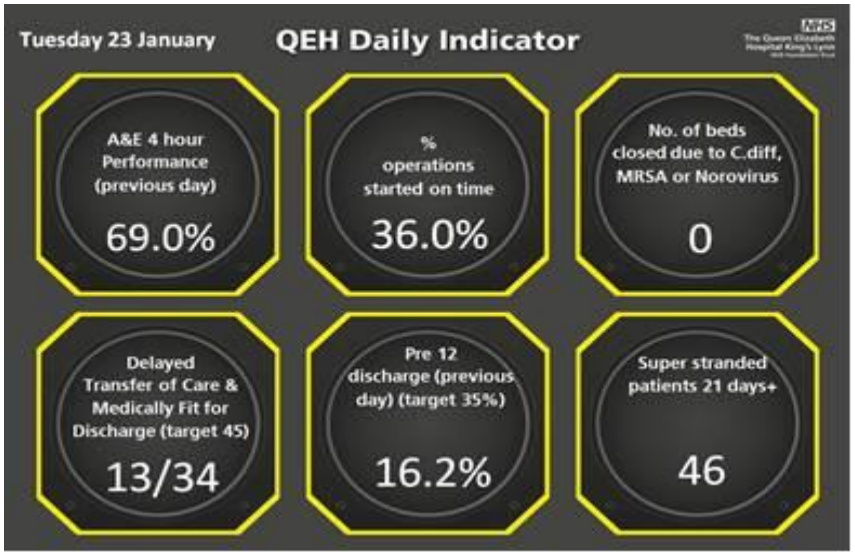
Antibiotics	2
Await scan results	1
Continue PCA	1
Continue with VAC therapy	1
Doctor to complete discharge letter	1
Doctor to review	1
Doctors now seeing patient	1
Feeding tube to be placed	1
Fluids	1
Had a scan, await results	1
Home today	1
Home today	2
Hope to have social services in her ho	1
Not spoken to doctor	1
Packs in my nose, should be taken out	1
Pain control	1
Pain relief	1
Physio	3
Recovering	1
Stay until feel better	1
To continue with exercise	1
Today	2
TPN	1
(blank)	
Grand Total	**28**

28/28 described what they needed to happen before they went home but 2 unsure

Anibiotics	1
Bloods to be taken	1
Continue with VAC therapy	1
Discharge lounge & await medication	1
Discharge lounge for meds	1
Discharge papers	1
Find out what is wrong with me	1
Finish course of antibiotics	1
For my nose to stop bleeding	1
Get more confidence & support at home	1
Maybe today	1
More physio to help me walk	1
My brother is coming to take me home	1
My medications	1
N/A	1
Need support at home	1
Not aware	1
Once tube in place they will formulate a plan	1
Pain to be under control then off PCA	1
Physio to help me walk	1
Reduce pain	1
Review & medications	1
Social needs to be addressed, referred to mental health team	1
To be safe when walking	1
To eat & drink and for my bloods to be okay	1
Unsure	1
Unsure, waiting for doctor review	1
Wife coming with oxygen cylinder	1
(blank)	
Grand Total	**28**

Only 15/28 could say when they where going home

Friday	1
Could be home & feeding myself or could be in 3 weeks depending on what they find	1
Maybe Monday	1
Maybe over the weekend	1
Maybe tomorrow	2
Monday or Tuesday next week	1
N/A	3
Norfolk first support will help me	1
This afternoon	2
Today	4
Tomorrow hopefully	2
Tomorrow if feeling well	1
Unsure	6
Unsure, possibly more surgery	1
Waiting for doctors review	1
(blank)	
Grand Total	**28**



What have we kept

- Communications and branding – Daily Hospital Health Check
- Sharing of good practice from all areas
- Point prevalence
- Information team support and work on metrics
- 3rd 100 day challenge #pre12discharges – Nursing and Clinical champions feedback on impact
- GP admission avoidance phone
- Drs in early to in reach
- Daily outlier focus – nominated person form surgery ops team
- Daily focus on super stranded

Thank you to all our staff and partners for your support

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