

- **Two reviews of information have been undertaken**
an internal one carried out by NHS Lanarkshire
an external one carried out by the West of Scotland
Regional Planning Team.

Both sought to explore the reasons for the
deteriorating performance in A&E and increasing bed
pressures ahead of winter.

This presentation combines elements from both.

FOUR HOUR STANDARD

PERFORMANCE AGAINST THE FOUR HOUR STANDARD, BY MONTH, NHS LANARKSHIRE



PERFORMANCE AGAINST THE FOUR HOUR STANDARD, BY YEAR AND LOCATION

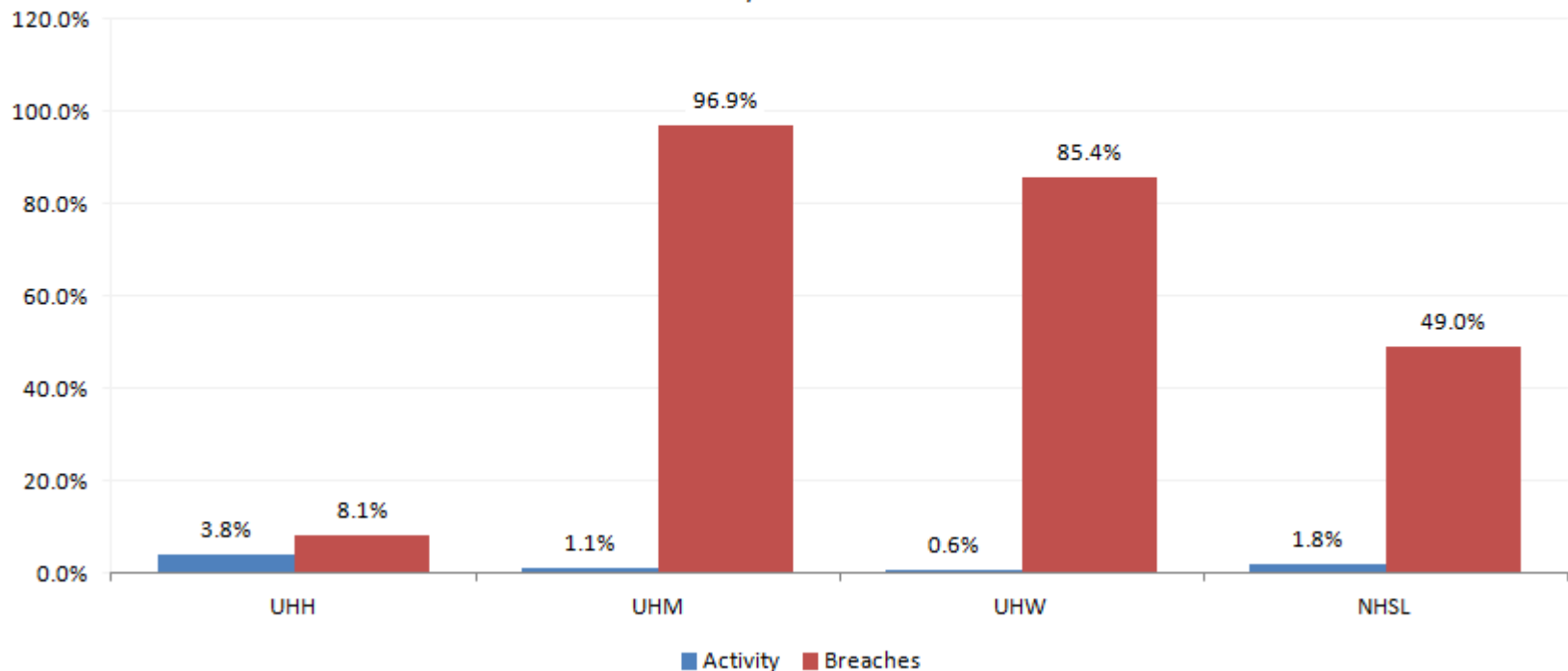
	Year of Attendance											
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
NHS LANARKSHIRE	97.8%	98.3%	96.2%	94.6%	91.3%	91.0%	87.8%	92.3%	92.4%	91.5%	90.7%	86.9%
UNIVERSITY HOSPITAL MONKLANDS	98.1%	98.0%	96.4%	94.3%	93.3%	91.0%	90.8%	95.8%	96.1%	94.8%	94.5%	91.8%
UNIVERSITY HOSPITAL HAIRMYRES	97.1%	98.0%	94.9%	94.3%	90.3%	91.2%	85.5%	91.4%	91.3%	88.5%	88.9%	84.2%
UNIVERSITY HOSPITAL WISHAW	98.0%	98.9%	97.0%	95.1%	89.9%	90.7%	86.8%	89.3%	89.7%	91.0%	88.7%	84.8%

Source: AE2 Comparative

RECENT CHANGES IN ACTIVITY

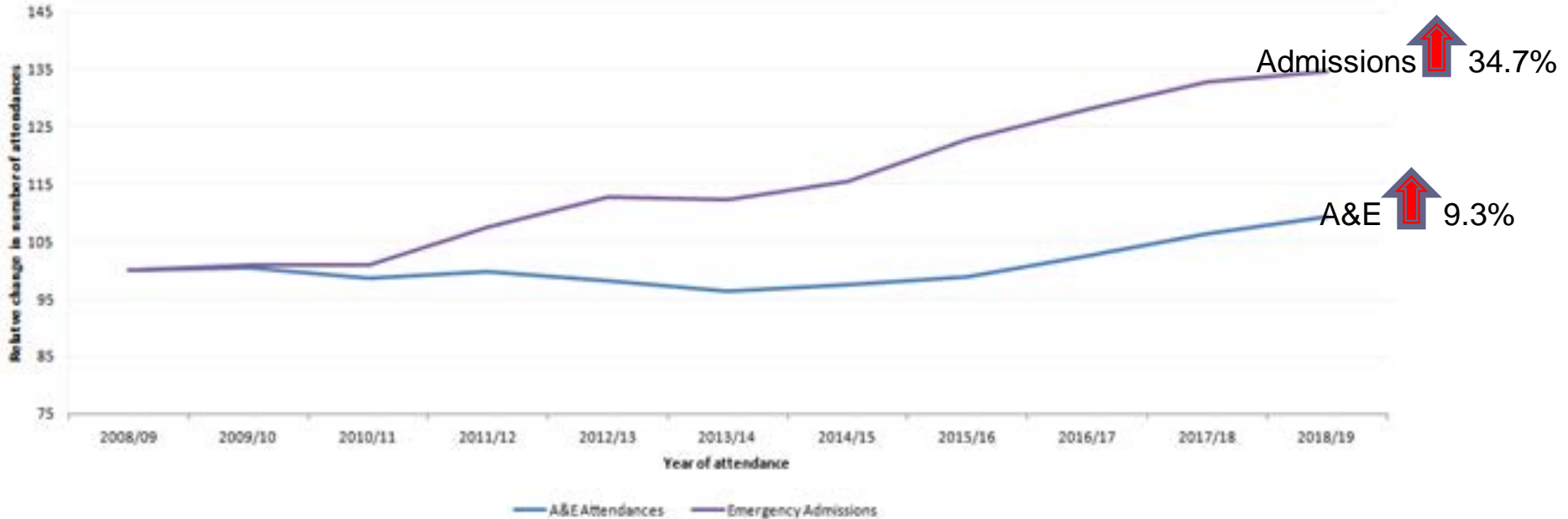
A&E Attendances and Breaches

Percentage change
May - July 2018 to May - July 2019
By location



TRENDS IN ACTIVITY

RELATIVE CHANGE IN NUMBER OF A&E ATTENDANCES AND EMERGENCY ADMISSIONS, 2008/09 TO 2019/20 (Apr - Aug), (INDEX YEAR 2008/09 = 100)



A&E attendances have increased by 9.3%

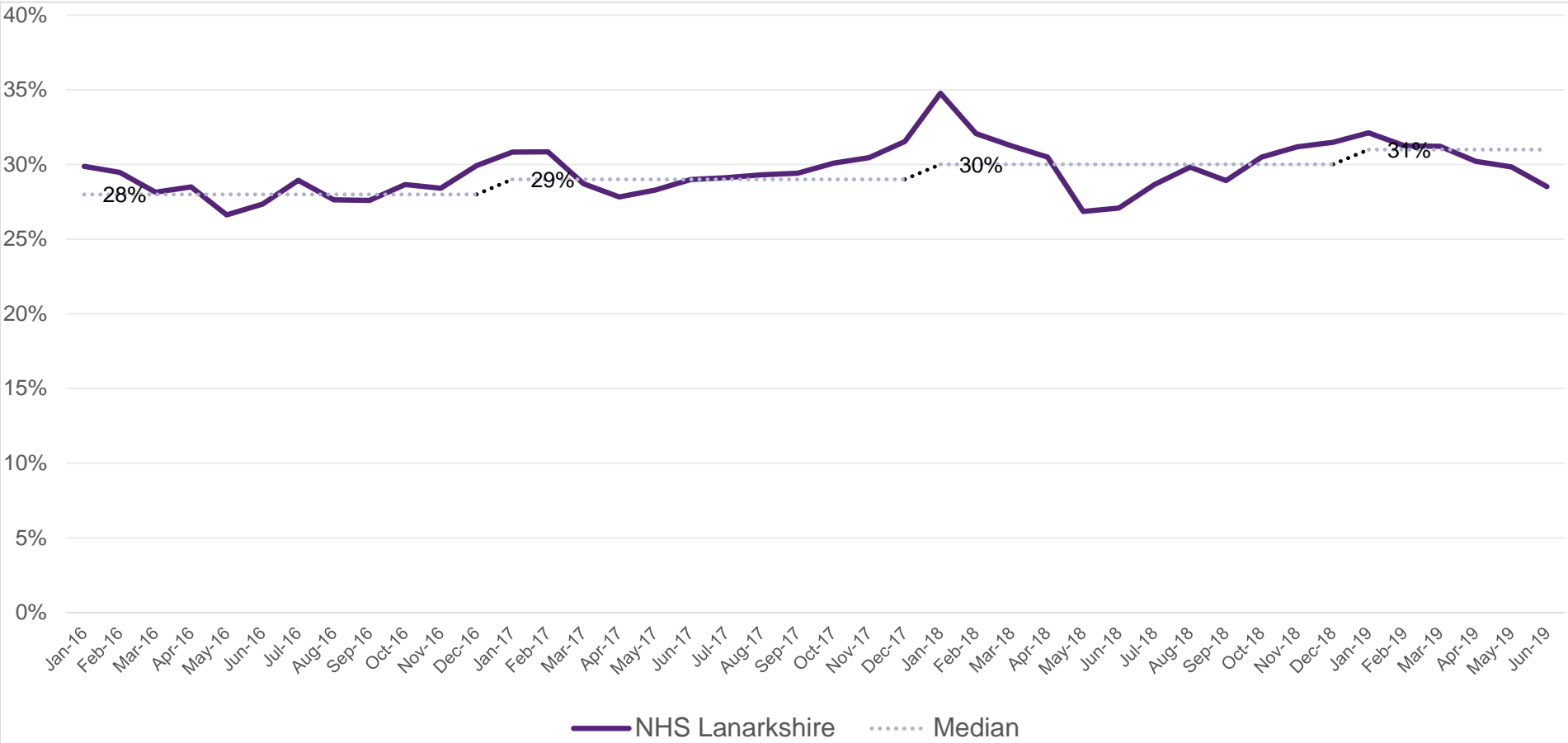
Admissions have increased by 34.7%

Population increased by 2.1%



% of ED Attendances Admitted Jan 16 to Jun 19

Please note a change in recording practices at UH Wishaw from May 17

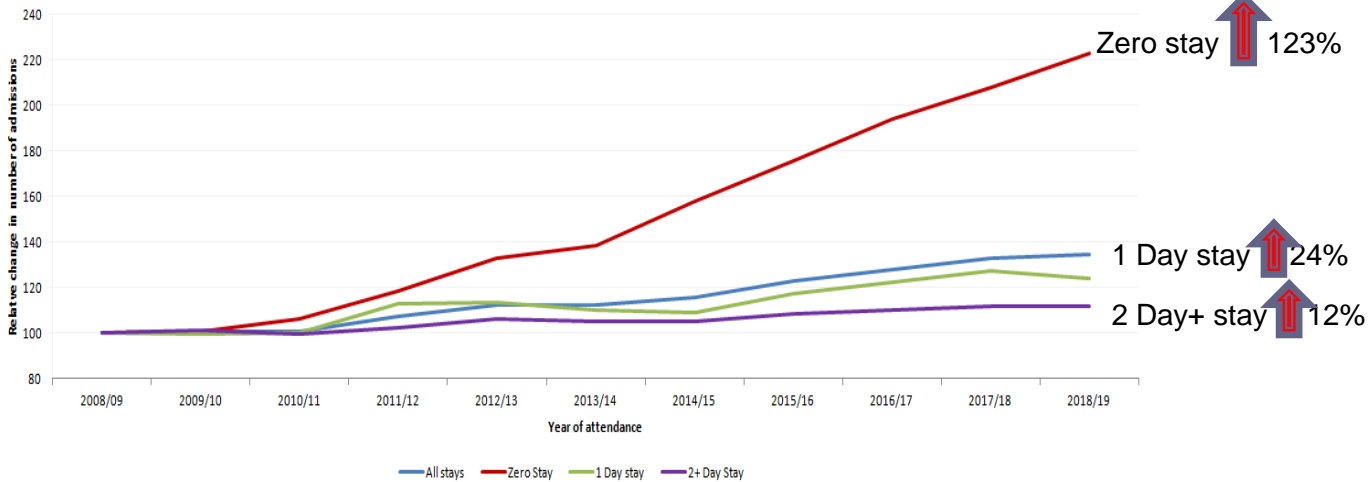


REASONS FOR GROWTH

- OPENING OF ASSESSMENT UNITS
- DEMOGRAPHY
- ACTIVITY FLOW
- WHOLE SYSTEM CHANGES

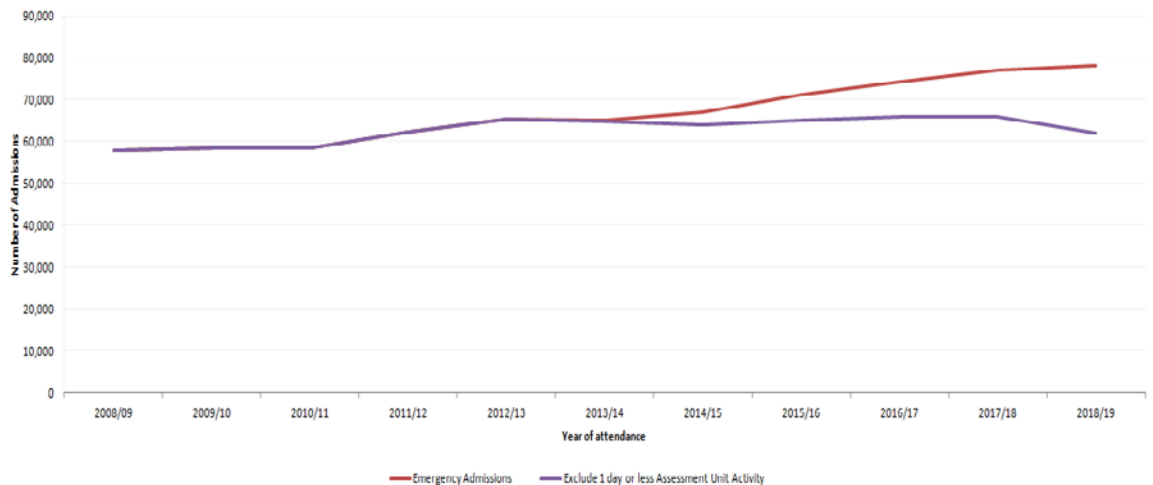
ASSESSMENT UNITS

RELATIVE CHANGE IN NUMBER OF EMERGENCY ADMISSIONS BY LOS, 2008/09 TO 2018/19, (INDEX YEAR 2008/09 = 100)



Emergency admissions increased by 35% but if you remove patients who were discharged from the Assessment Units with a LOS 1 day or less the increase is 7.1%

NUMBER OF ADMISSIONS V ADMISSIONS MINUS PATIENTS DISCHARGED FROM ASSESSMENT UNITS WITH A LOS OF 1 DAY OR LESS

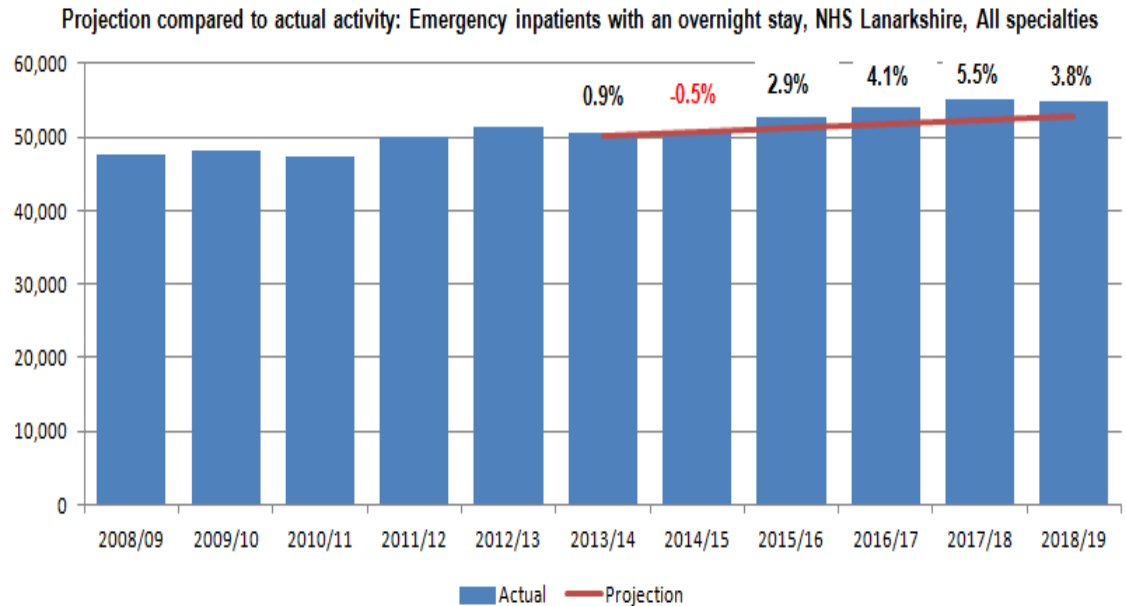


DEMOGRAPHY

Baseline -2008/09 to 2012/13 emergency admissions 1 day+ stay
 - Excludes those discharged from an assessment unit
 - 5 year age bands/gender/LA of residence

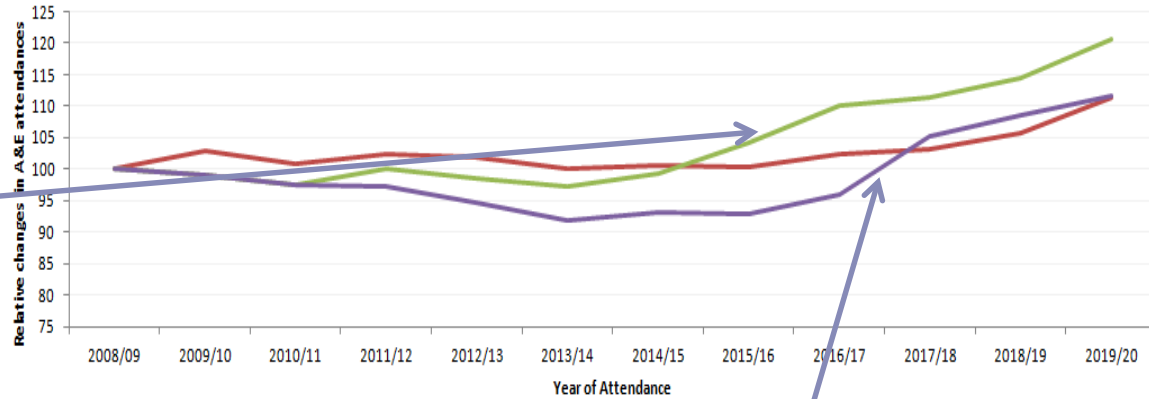
Projection - NRS population estimates

Activity has been running
 2% p.a. above the predicted
 level



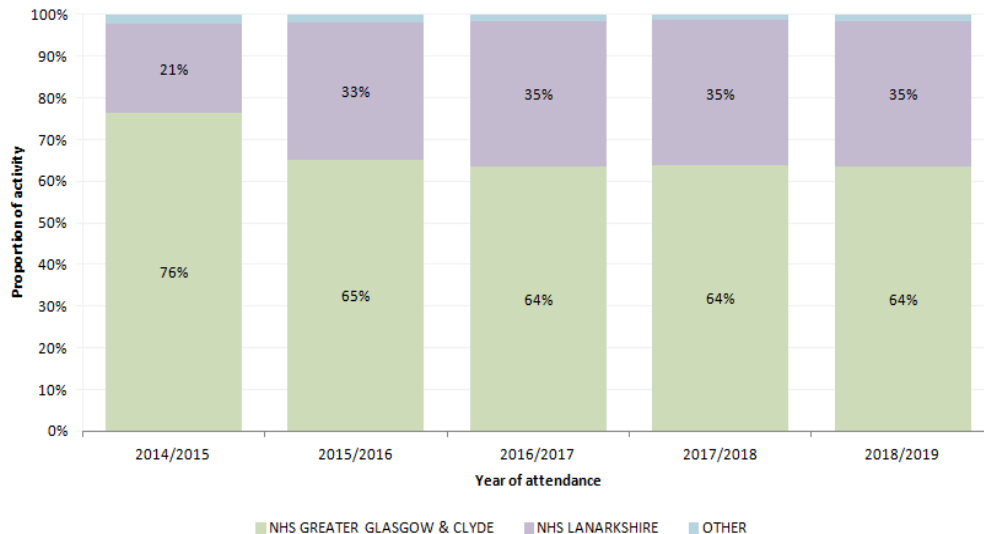
ACTIVITY FLOW

RELATIVE CHANGE IN NUMBER OF A&E ATTENDANCES BY LOCATION OF TREATMENT, 2008/09 TO 2019/20 (Apr - Aug), (INDEX YEAR 2008/09 = 100)



Opening of QEUH in May 2015 led to increase in activity at UHH from residents of Rutherglen/Cambuslang

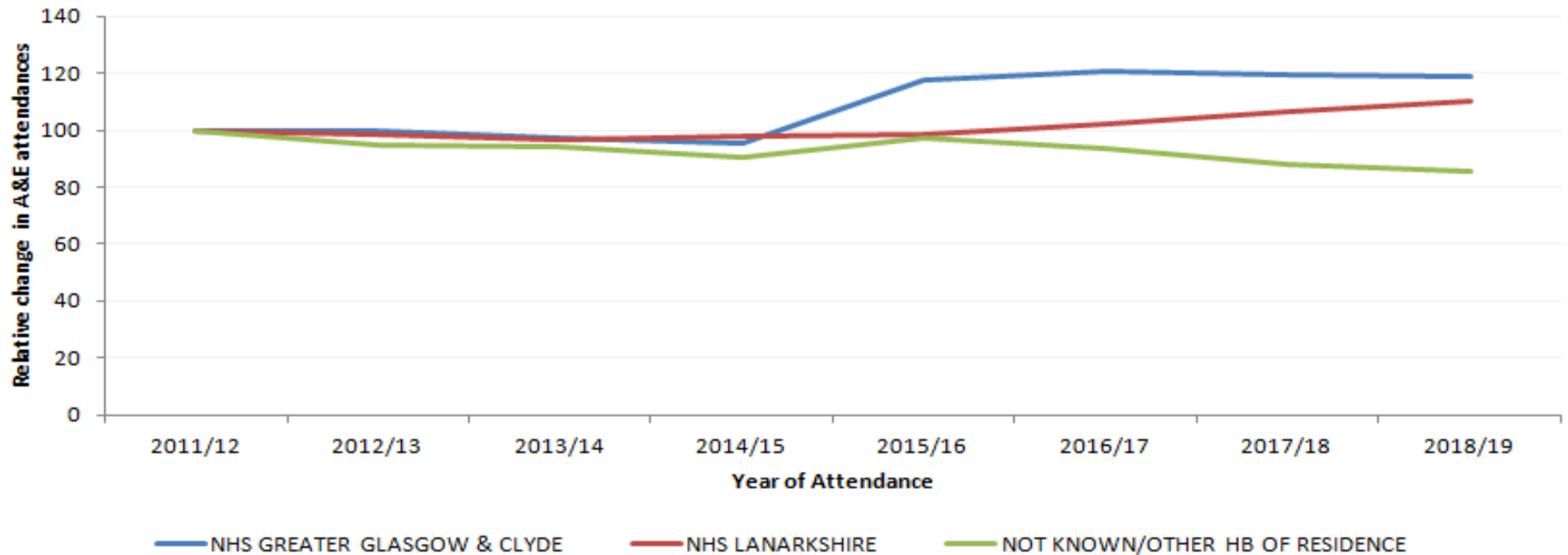
PROPORTION OF ACTIVITY BY HEALTH BOARD OF TREATMENT FOR RESIDENTS OF CAMBUSLANG



UHW changed the coding of Assessment Unit activity from an admission to A&E attendance in May 2017

CROSS BOUNDARY FLOW

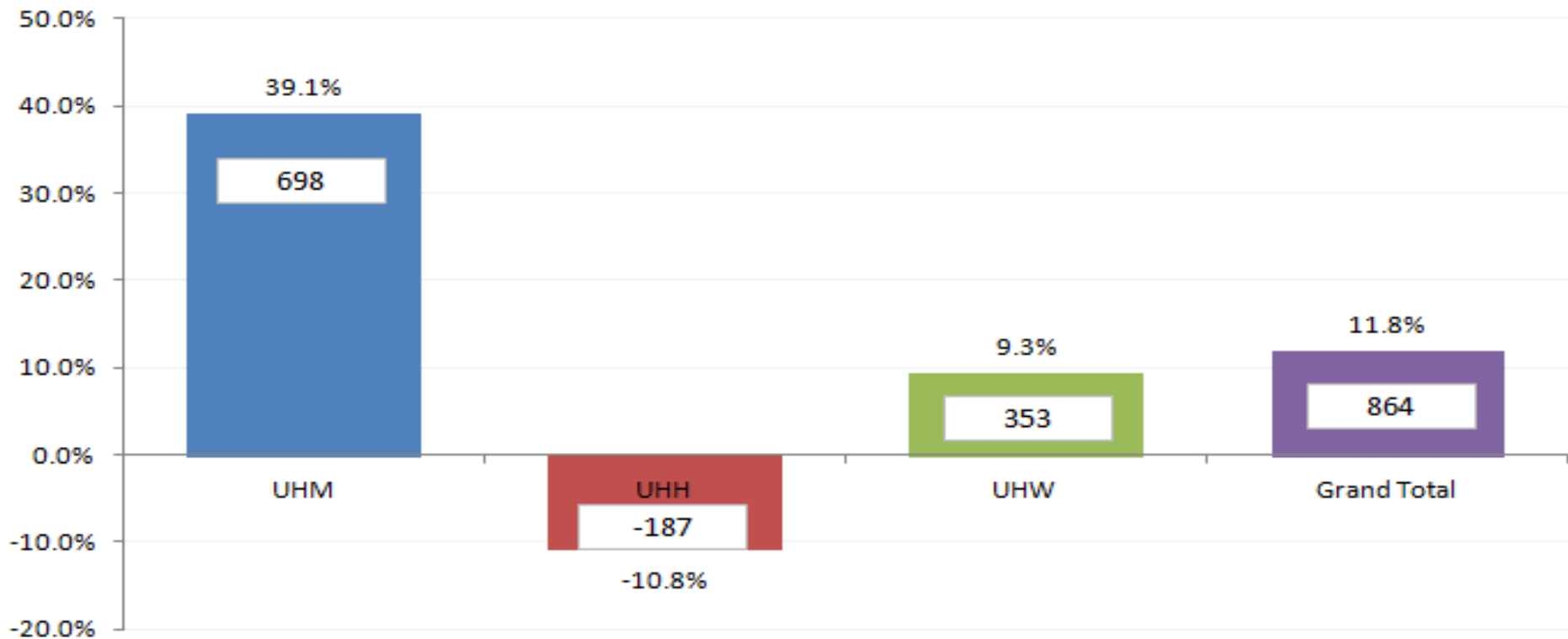
RELATIVE CHANGE IN A&E ATTENDANCES AT NHS LANARKSHIRE HOSPITALS, BY HB OF RESIDENCE, 2011/12 TO 2018/19, (INDEX YEAR 2011/12 = 100)



HB OF RESIDENCE	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Percentage Change
NHS GREATER GLASGOW & CLYDE	6,771	6,758	6,596	6,464	7,952	8,169	8,100	8,034	18.7%
NHS LANARKSHIRE	178,803	176,092	172,583	175,265	175,933	182,853	190,546	196,522	9.9%
NOT KNOWN/OTHER HB OF RESIDENCE	6,070	5,764	5,702	5,502	5,904	5,664	5,357	5,208	-14.2%
TOTAL	191,644	188,614	184,881	187,231	189,789	196,686	204,003	209,764	9.5%

Zero Stay Admission

Percentage Change
Apr - Jul 2018 to Apr - Jul 2019
In the number of Emergency Day Zero Stays
By hospital



WHOLE SYSTEM ANALYSIS

We used the Unscheduled Care Datamart which takes data for NHS 24, GP OOH, SAS, A&E, Emergency Admissions and Admissions to Psychiatric Hospitals.

It links data into a ***Continuous Unscheduled Care Pathway*** (CUPs) where a patients contacts/attends one of the services within a 24 hour period, 48 hours in the case of an admission.

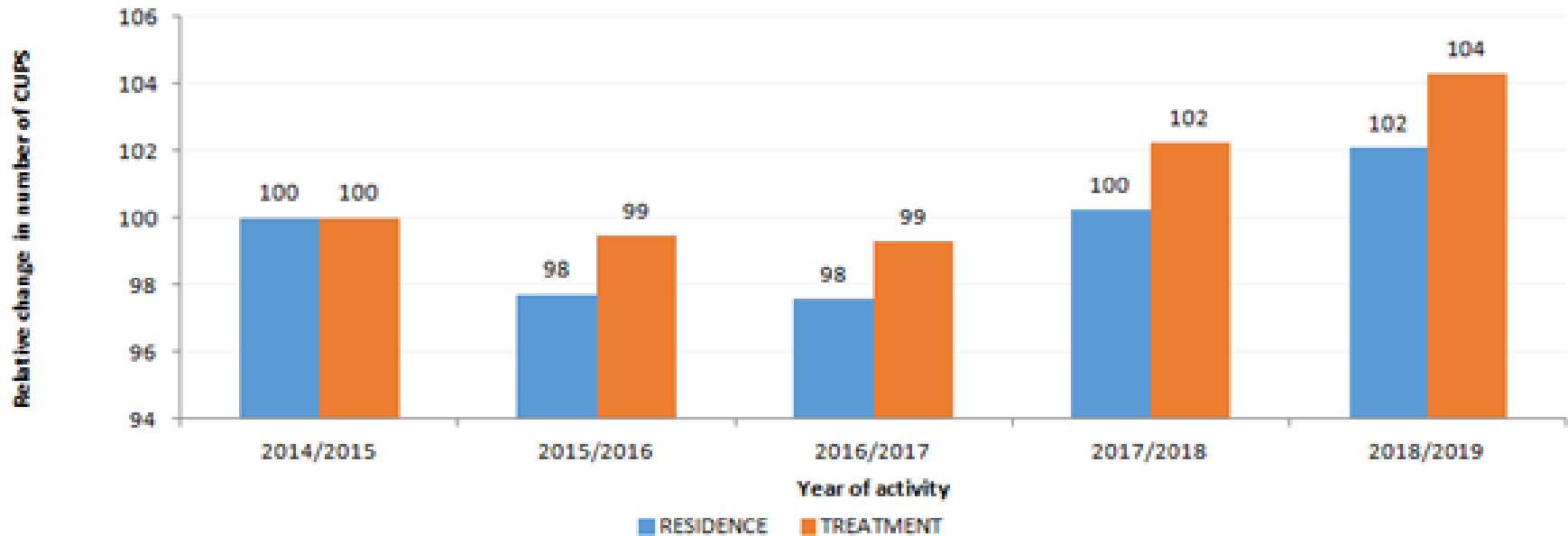
This has allowed us to review if the increase in Acute Activity is seen across all of the services and how patients are going through the Unscheduled Care pathway.

The data is available from 2014/15.

The data does not include data from GP in hours or NHS Inform.

WHOLE SYSTEM ANALYSIS

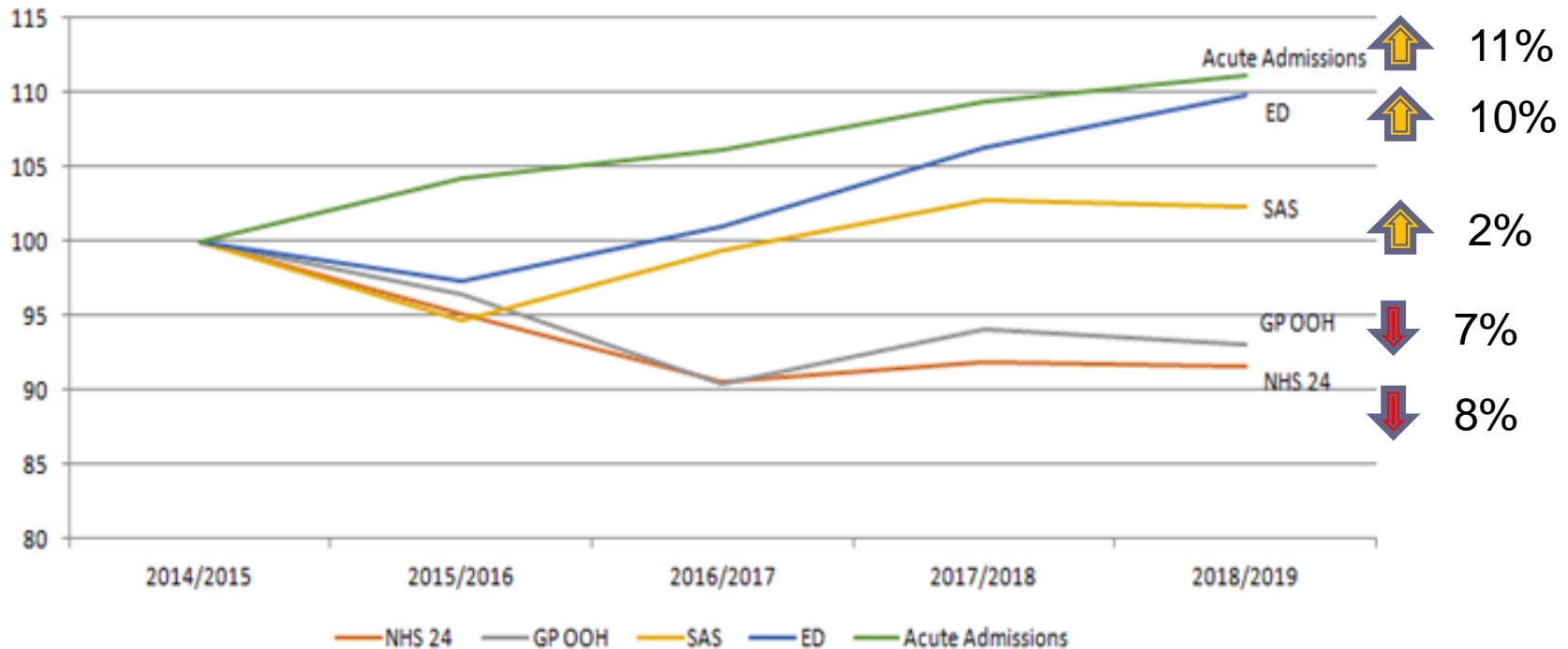
RELATIVE CHANGE IN NUMBER OF CUPS BY YEAR OF TREATMENT, 2014/15 to 2018/19 (INDEX YEAR 2014/15 = 100)



Days	365	366	365	365	365
Weekends	104	104	104	105	105
Public Holidays	10	12	8	10	10

WHOLE SYSTEM ANALYSIS

RELATIVE CHANGE IN NUMBER OF CUPS BY SERVICE, NHS LANARKSHIRE, 2014/15 TO 2018/19,
(INDEX YEAR 2014/15 = 100)



2.1% overall increase

WHOLE SYSTEM ANALYSIS

NHS LANARKSHIRE residents

Indirectly standardised for Age & Sex to West of Scotland

Ratio

Board of Residence	Ratio							
	Total	NHS 24	GP OOH	SAS	ED	Admission	MH	Acute Activity
NHS Ayrshire & Arran	102.1	106.9	107.4	111.7	90.5	121.0	89.3	98.5
NHS Dumfries & Galloway	88.3	81.8	88.4	89.9	90.7	89.6	127.3	91.6
NHS Forth Valley	90.9	101.3	100.9	86.0	76.3	83.3	109.5	83.2
NHS Greater Glasgow & Clyde	105.6	102.2	108.5	100.7	110.4	95.2	111.3	106.1
NHS Lanarkshire	100.4	101.0	87.4	99.9	106.1	109.4	77.9	105.0

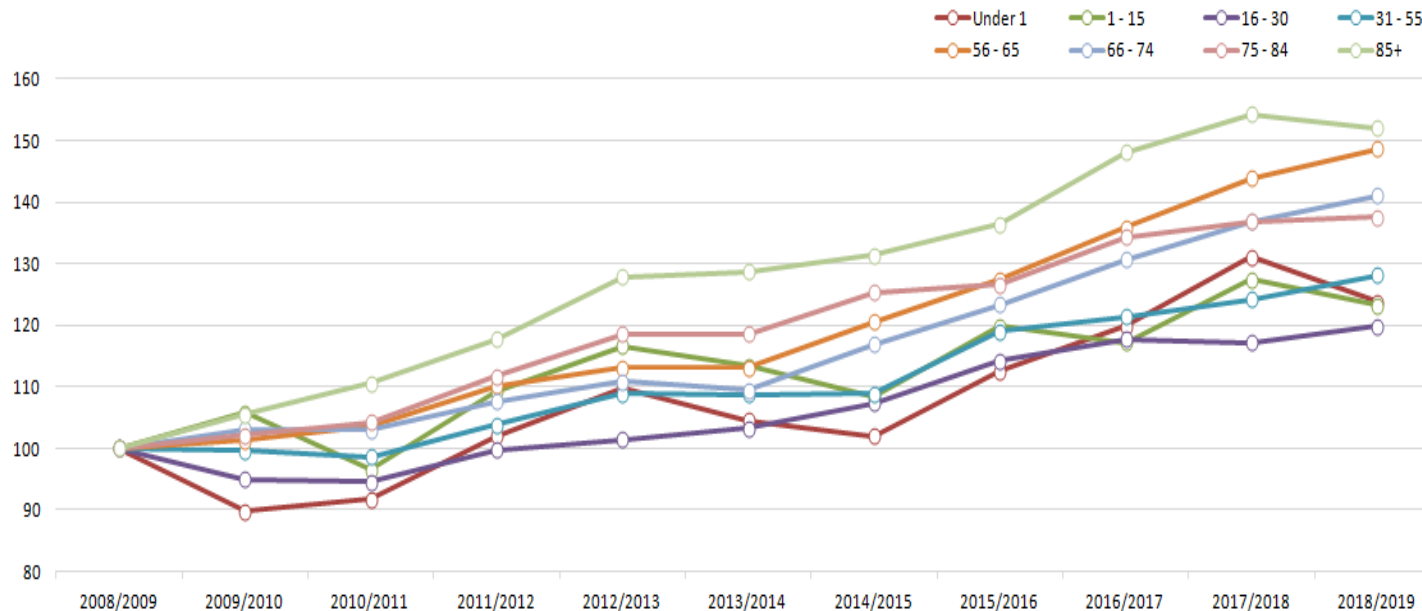
HAS UNSCHEDULED CARE DEMAND INCREASED IN NHS LANARKSHIRE?

YES – By about 4% in the past five years over all unscheduled care treated in hospitals in NHS Lanarkshire, 2% for the NHS Lanarkshire residents of treated anywhere

- Activity has moved from NHS GG&C hospitals to UHH
- Patients appear to have reduced their use of NHS 24 and Urgent Care OOH and moved to the Acute Sector

PATIENT PROFILE

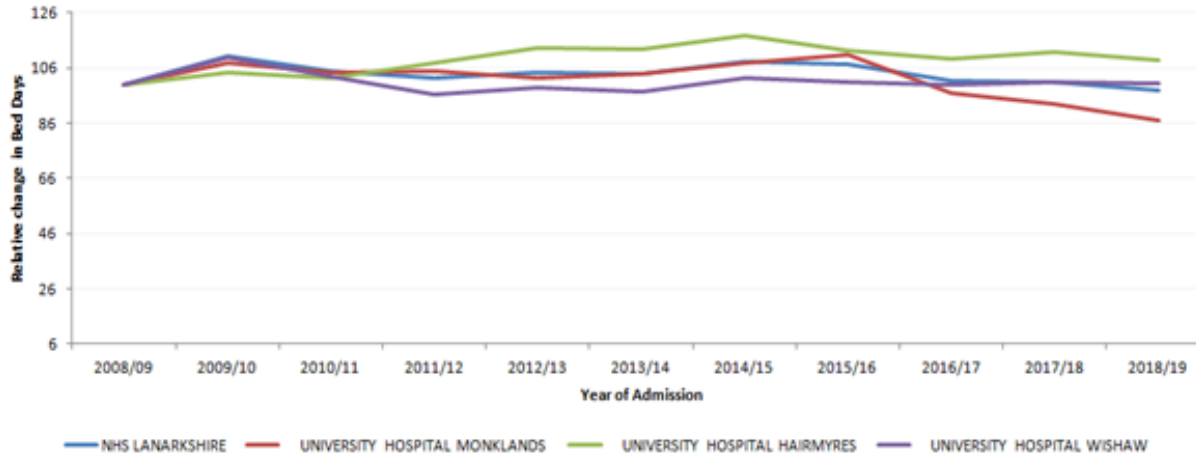
Relative change in admissions by age group, 2008/09 and 2018/19, (Index year 2008/09 = 100)



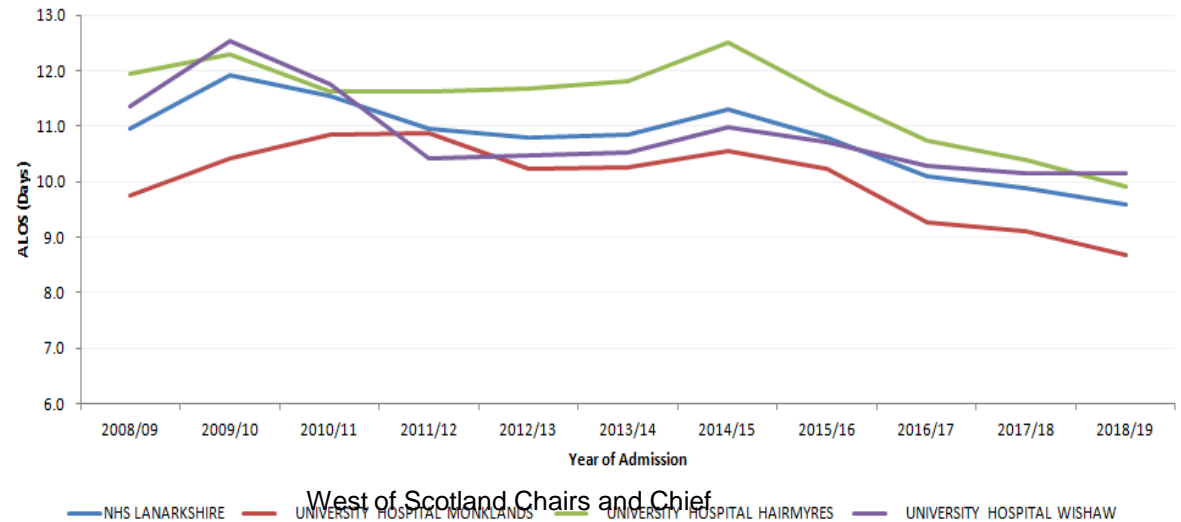
	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	%Age Change
All Ages	58,003	58,555	58,562	62,369	65,351	65,101	67,025	71,161	74,241	76,989	78,107	34.7%
Under 15	6,501	6,599	6,196	6,977	7,464	7,220	6,933	7,664	7,668	8,350	8,023	23.4%
16 - 65	29,131	28,866	28,872	30,480	31,587	31,670	32,501	35,022	36,223	37,250	38,376	31.7%
66+	22,371	23,090	23,494	24,912	26,300	26,211	27,591	28,475	30,350	31,389	31,708	41.7%

IMPACT ON BEDS

RELATIVE CHANGE IN NUMBER OF BED DAYS BY LOCATION OF TREATMENT, 2008/09 TO 2018/19, (INDEX YEAR 2008/09 = 100)



ALOS (Days) FOR EMERGENCY ADMISSIONS BY LOCATION OF TREATMENT, 2008/09 TO 2018/19





SAME DAY DISCHARGES

West of Scotland Health Boards, Percentage of patients attending or directly admitted as an emergency discharged without an overnight stay

	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	%Age Change
WEST OF SCOTLAND	72.3%	72.8%	73.2%	72.6%	73.0%	73.2%	1.2%
NHS AYRSHIRE & ARRAN	67.7%	68.1%	67.8%	66.9%	67.0%	67.5%	-0.3%
NHS DUMFRIES & GALLOWAY	72.5%	72.3%	72.4%	72.6%	72.3%	71.4%	-1.4%
NHS FORTH VALLEY	72.9%	73.2%	72.7%	73.1%	73.1%	72.9%	-0.1%
NHS GREATER GLASGOW & CLYDE	72.7%	73.4%	74.0%	73.3%	73.8%	74.3%	2.3%
NHS LANARKSHIRE	74.0%	74.3%	74.8%	74.2%	74.6%	74.5%	0.7%

NHS Lanarkshire
BADs Overview
2018/19

	Number of Procedures	Target	BADs Achieved	Potential For Improvement
NHS Lanarkshire	18,796	92.1%	16,198	86.2%
University Hospital Hairmyres	7,318	95.0%	6,918	94.5%
University Hospital Monklands	6,486	89.4%	4,948	76.3%
University Hospital Wishaw	4,992	91.4%	4,332	86.8%
All Specialties	18,796	92.1%	16,198	86.2%
Breast Surgery	572	82.9%	380	66.4%
ENT	1,073	91.8%	740	69.0%
General Surgery	1,690	86.6%	1,276	75.5%
Gynaecology	1,765	95.4%	1,513	85.7%
Head and neck surgery	601	84.0%	512	85.2%
Medical	711	70.2%	534	75.1%
Ophthalmology	2,591	100.0%	2,550	98.4%
Orthopaedic surgery	1,853	96.8%	1,744	94.1%
Paediatric surgery	1,637	95.4%	1,528	93.3%
Urology	5,864	91.6%	5,080	86.6%
Vascular Surgery	439	86.3%	341	77.7%

West of Scotland Chairs and Chief

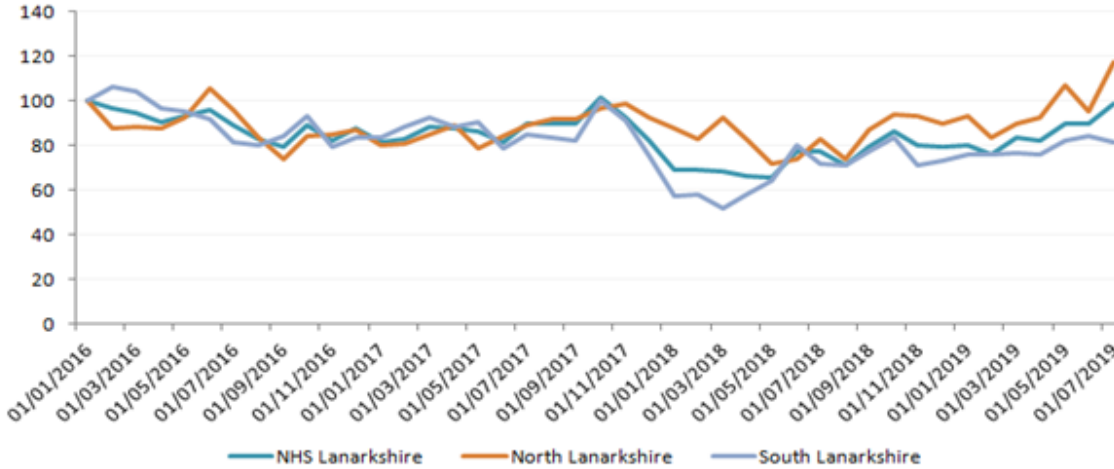
Executives ITEM 17B

Source: Discovery

Notes: NHS Lanarkshire have fewer procedures recorded as an OP than other boards and this may account for some of the PI scores

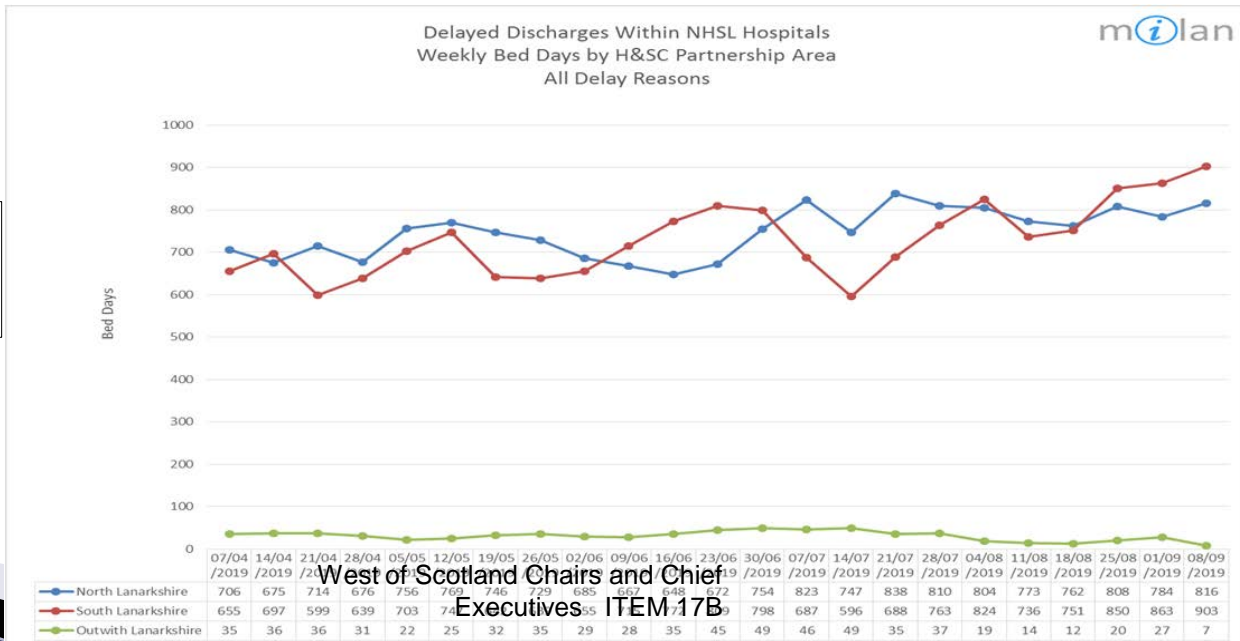
DELAYED DISCHARGES

Relative change in bed days lost to delayed discharges, by month and HSCP of residence, Jan - 2016 to Jul - 2019 (index Jan 2016 = 100)



Jan 2016 to July 2019
Monthly position

7 April 2019- 8 Sept 2019
Weekly position

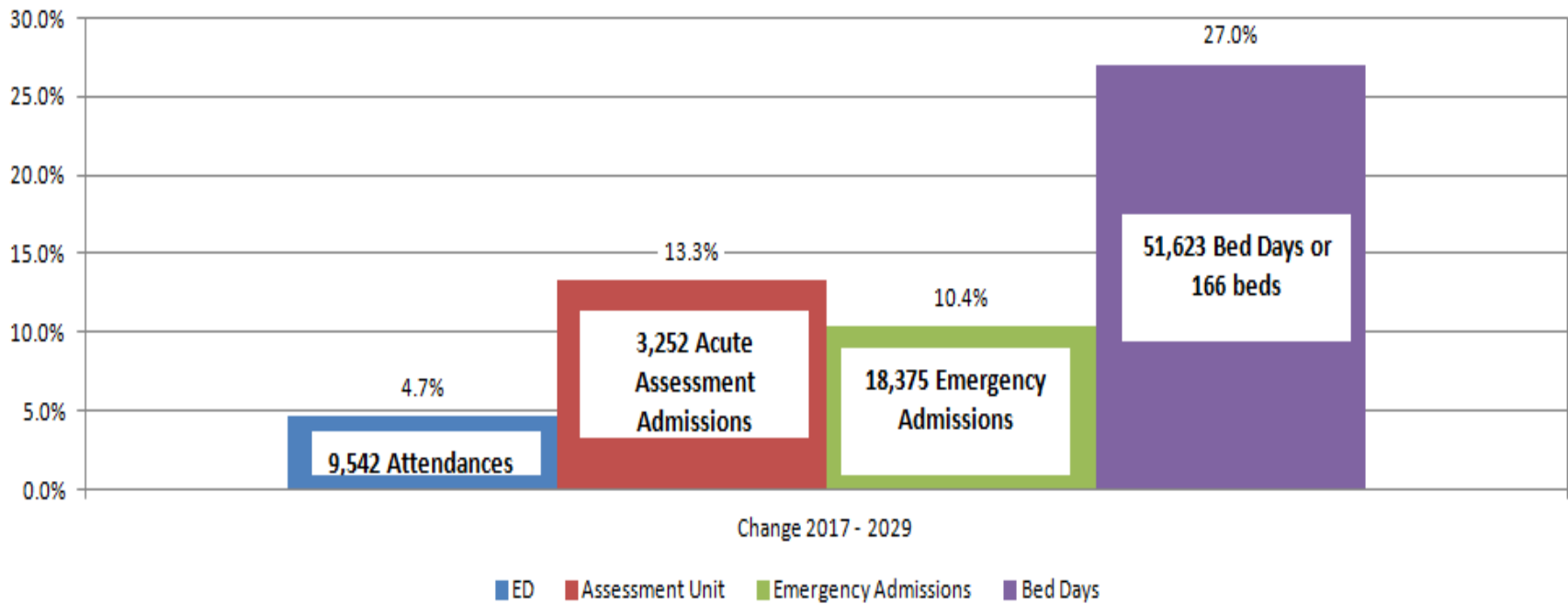


Returning Patients in ED

- ▶ Up to 8.7% of our emergency patients re-attend as emergency returns
- ▶ Returning patients affecting attendance rates
- ▶ Need to understand how this could be managed differently and turn an unscheduled care attendance into a scheduled care attendance

PROJECTIONS

NHS Lanarkshire, Change in Acute Activity between 2017 and 2029 if projected demographics applied



Actions Going Forward (Acute)

- Review and understanding on increased ED Activity
- Review of Unplanned Returns ED Activity
- Redirect Plus Model
- Alternatives to Admission Pathways
- Refreshing Daily Dynamic Discharge principles
 - EDD setting
 - Criteria Led Discharge
 - Pre-noon Discharges & Priority Patient Initiatives
- Day of Care audits to reduce and address delays
- 3Fs all have action plans
 - Frailty
 - Front Door SDM
 - Frequent Attenders

Whole System Actions Going Forward

Key Themes:

Front Door

Actions - Redirection, signposting, enablement

Back Door Delays

Actions - Rapid Response Enablement, Care at Home Response, Social Work Presence, Discharge to Assess

Enhanced Community Support

Action - Health Care Support Workers, Marie Curie support

Whole System Actions Going Forward

▶ **Intermediate Care**

- ▶ Action – maximise intermediate care beds, community hospital beds across North and South.

▶ **Urgent Care Out of Hours**

- ▶ Action- Workforce Plan in place to enhance GP input, create an additional workforce due to GP sustainability issues eg ANPs, Pharmacy

Whole System Actions Going Forward

- ▶ **Enablers** – *Ensure there are action plans in place to address*
- ▶ **Action** – *IT (Information Management/ Sharing Clinical and Care Records, HR (workforce), Finance, Transport, Equipment)*

QUESTIONS