

Buckinghamshire Healthcare NHS Trust

Dr Tina Kenny
Medical Director

Carolyn Morrice
Chief Nurse

David Williams
Director of Strategy & Business Development

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Safe & compassionate care,

every time



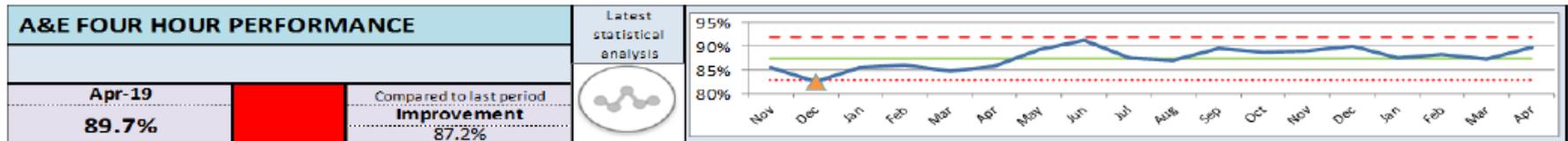
Buckinghamshire Healthcare
NHS Trust

Operational performance 2018/19

Safe & compassionate care,

every time

Accident & Emergency (A&E) 4-hour performance



Performance

- Quarter 4 (Q4) 2018/19 performance against the 4-hour standard was 87.6% against a trajectory of 91.8%
- Attendances to A&E vary between 12184 and 13598 per month
- Emergency admissions via A&E vary between 2535 and 2940 per month
- Year on Year attendances for Q4 increased and in January 2019 there was an increase of 12.5%
- There was an increase of Emergency attendances (38,402 patients) against actual planned 37,672 patients in Q4

Urgent care

Progress

- Emergency Observation Unit opened additional capacity at the end of December 2018
- Weekly Long length of stay reviews and work with system partners continues to reduce Delayed Transfer of Care
- Continued focus on recruitment and retention of A&E staff

Key actions Q1

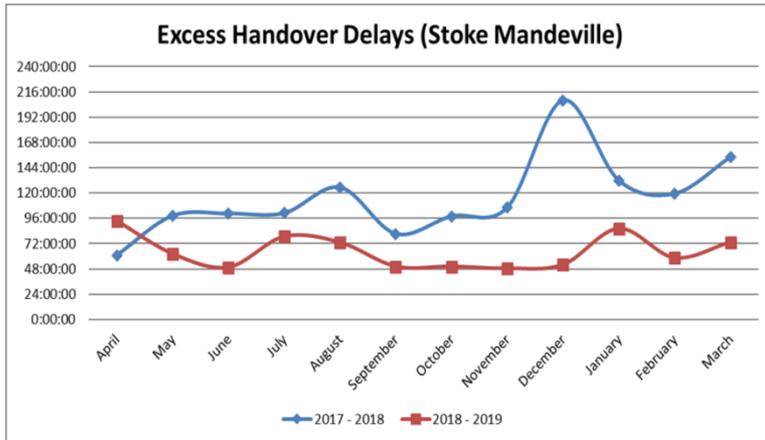
- Winter performance reviewed to learn lessons for 2019
- Review future number of beds required linked to demand
- Continued focus on ensuring patients can return home when medically fit
- Weekly review of long stay patients
- Increasing number of patients seen and discharge through A&E on the same day
- Prepare for £4.2m refurbishment of A&E to start in Q2

Winter 2018/19

(November 18 to March 19)

- Integrated Care System approach to winter 2018/19
- Improvements in performance across urgent care
- Weekly assessment of demand to build service resilience, flex capacity and review hospital patients staying for over 6 days
 - emphasised system working
 - long length of stay/stranded reviews expanded to community hospitals
 - Multi Agency Discharge Events involving Trust, community, Local Authority and Clinical Commissioning Group
- Winter review completed in April to gather learning and begin planning for 2019/20

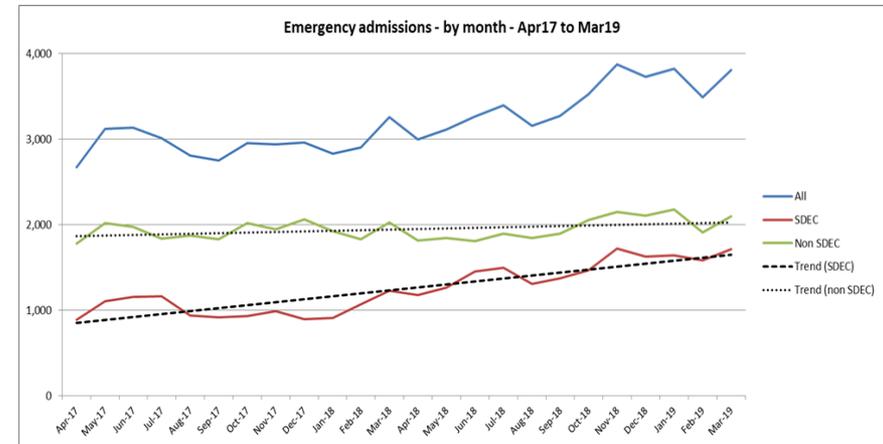
Winter 2018/19



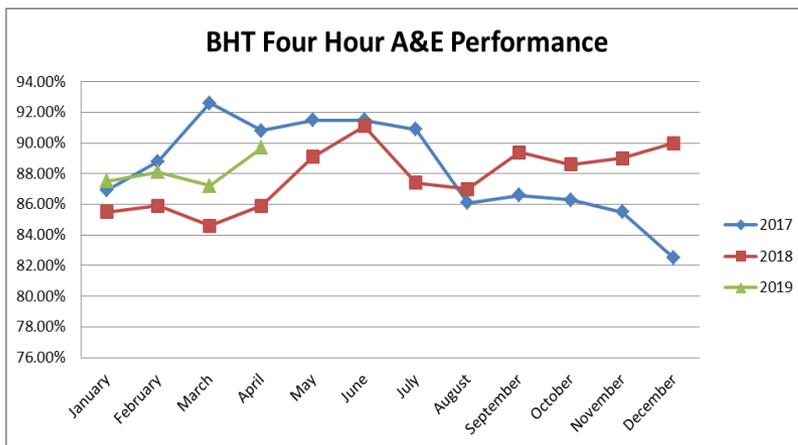
BHT continues to be one of the top A&Es in the region in reducing ambulance handover delays. The culture in A&E is focussed on releasing crews quickly via the use of rapid assessment and treatment (RAT). This winter, average handover time was 14.02 minutes compared to 17.18 minutes in winter 2017/18.

The continued improvement in Hear and Treat and See and Treat has reduced conveyance in to the ED. Primary Care has played a key role in accepting patients from SCAS and avoiding ED admissions.

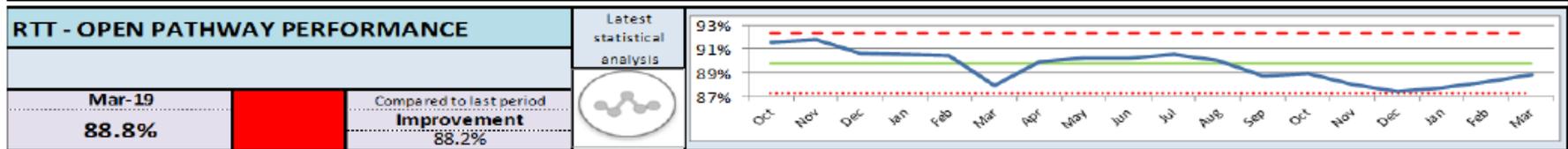
Overall non elective admissions continued to increase over winter 2018/19. The volume of non-elective admissions with a length of stay over 24 hours has held at 2,000 per month over the last 48 months, but the significant growth has been seen in SDEC (1,700 patients in March 2019, 45% NEL admissions), meant that by December 2019, they will comprise 50% of all non elective admissions.



Winter 18/19 saw significant improvements in A&E performance compared to previous years, at least 2% better every month compared to November – March 2017/18. Growth in ED attendances continued, primarily aligned to increases in Type 3 attendances. An average of 6,691 Buckinghamshire residents attended A&E each month, compared to 6,234 in 2017/18. The Trust is working with NHSI as a cohort of six trusts nationally to explore detailed reasons for this growth



Referral To Treat (RTT) waiting times



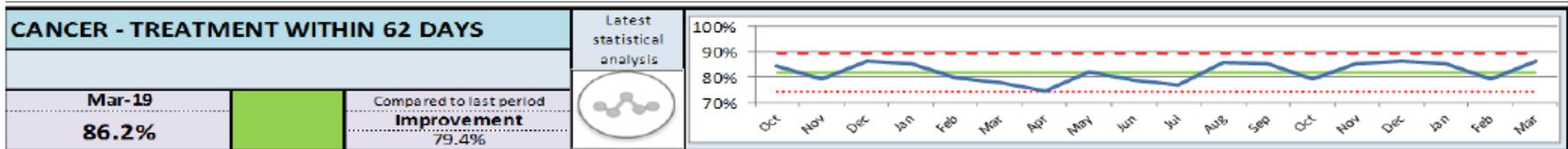
Progress

- In March 2019 there were fewer patients waiting for treatment than March 2018: 29,225 compared to 29,494
- The Trust met its year end trajectory of 88.8% of patients seen within 26 weeks
- There have been no 52 week breaches in 2018/19
- <1% of patients wait over 6 weeks for diagnostic tests
- Additional cataract service provided reduced patients waits for ophthalmology treatment

Actions for Q1

- Work on ophthalmology and orthopaedics pathways with GPs and hospital clinicians to ensure patients access the right service at the right time
- Additional capacity to meet rising demand for endoscopy diagnostic tests
- Increase in advice and guidance for patients to reduce GP referrals into the surgical service

Cancer 62-day target



Progress

- The Trust met the national target of 85% of patients stating their first treatment within 62 days at 86.2% in March
- We assess all patients that breach this target to ensure no clinical harm
- Demand and capacity support gained from NHS Elect in key areas such as Dermatology and Breast
- Pathway mapping for Lower GI conditions to reduce waits and improve efficiency
- Additional funding from Thames Valley Cancer Alliance to support early diagnosis and pathway improvement
- Increase in demand for endoscopy and urology continues to put pressure on services

Actions Q1

- Daily assessment of all urgent 2-week-wait by individual patient
- Launch of Vague Symptoms pathway to support early diagnosis of patients with non specific yet concerning symptoms
- A wider selection of providers is being offered to ensure swift PET scanning of patients
- The Trust is shadow reporting on our ability to comply with the new 28-day faster diagnosis cancer standard coming into effect in 2020



Buckinghamshire Healthcare
NHS Trust

Quality

Safe & compassionate care,

every time

the **BHT** way

our improvement journey
2014-2019



– ratings against 5 key questions:

Are services:
SAFE?
EFFECTIVE?
CARING?
RESPONSIVE?
WELL-LED?

2019 rating

GOOD

GOOD

OUTSTANDING

GOOD

Requires improvement



Thank you!

To all our staff,
volunteers and
supporters

for helping us on our
improvement journey

Inspected and rated

Good



#ProudToBeBHT

GOOD

#Outstanding For Caring

#ProudToBeBHT

GOOD

#Outstanding For Caring

#ProudToBeBHT

GOOD

#Outstanding For Caring

Service ratings

Ratings for Stoke Mandeville Hospital

	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and emergency services	Good ↑ Jun 2019	Good ↔ Jun 2019	Good ↔ Jun 2019	Good ↑ Jun 2019	Good ↔ Jun 2019	Good ↑ Jun 2019
Medical care (including older people's care)	Good ↑ Jun 2019	Good ↑ Jun 2019	Good ↑ Jun 2019	Good ↔ Jun 2019	Good ↔ Jun 2019	Good ↑ Jun
Surgery	Requires improvement ↔ Jun 2019	Good ↔ Jun 2019	Good ↔ Jun 2019	Good ↑ Jun 2019	Good ↑ Jun 2019	Good ↑ Jun 2019
Critical care	Good Mar 2014	Good Mar 2014	Outstanding Mar 2014	Good Mar 2014	Good Mar 2014	Good Mar 2014
Maternity	Good Mar 2014	Good Mar 2014	Good Mar 2014	Good Mar 2014	Good Mar 2014	Good Mar 2014
Services for children and young people	Good Mar 2014	Good Mar 2014	Good Mar 2014	Good Mar 2014	Good Mar 2014	Good Mar 2014
End of life care	Good ↑ Jun 2019	Good ↑ Jun 2019	Outstanding ↑ Jun 2019	Outstanding ↑ Jun 2019	Outstanding ↑ Jun 2019	Outstanding ↑ Jun 2019
Outpatients	Good Jun 2019	Good Jun 2019	Good Jun 2019	Good Jun 2019	Good Jun 2019	Good Jun 2019
National Spinal Centre	Good Mar 2014	Outstanding Mar 2014	Outstanding Mar 2014	Good Mar 2014	Good Mar 2014	Good Mar 2014
Overall*	Good ↑ Jun 2019	Good ↔ Jun 2019	Outstanding ↑ Jun 2019	Good ↑ Jun 2019	Good ↑ Jun 2019	Good ↑ Jun 2019

Service ratings

Ratings for Wycombe Hospital

	Safe	Effective	Caring	Responsive	Well-led	Overall
Medical care (including older people's care)	Good ↑ Jun 2019	Good ↑ Jun 2019	Good ↔ Jun 2019	Good ↑ Jun 2019	Good ↑ Jun 2019	Good ↑ Jun 2019
Surgery	Requires improvement ↔ Jun 2019	Good ↔ Jun 2019	Good ↔ Jun 2019	Good ↑ Jun 2019	Good ↔ Jun 2019	Good ↑ Jun 2019
Critical care	Good Mar 2014	Good Mar 2014	Good Mar 2014	Good Mar 2014	Good Mar 2014	Good Mar 2014
Maternity	Good Mar 2014	Good Mar 2014	Good Mar 2014	Good Mar 2014	Good Mar 2014	Good Mar 2014
Services for children and young people	Good Mar 2014	Good Mar 2014	Good Mar 2014	Good Mar 2014	Good Mar 2014	Good Mar 2014
End of life care	Good ↑ Jun 2019	Good ↑ Jun 2019	Outstanding ↑ Jun 2019	Outstanding ↑ Jun 2019	Outstanding ↑ Jun 2019	Outstanding ↑↑ Jun 2019
Outpatients	Good Jun 2019	Good Jun 2019	Good Jun 2019	Good Jun 2019	Good Jun 2019	Good Jun 2019
Overall*	Good ↑ Jun 2019	Good ↔ Jun 2019	Good ↔ Jun 2019	Good ↑ Jun 2019	Good ↑ Jun 2019	Good ↑ Jun 2019

Service ratings

Ratings for community health services

	Safe	Effective	Caring	Responsive	Well-led	Overall
Community health services for adults	Good ↑ Jun 2019	Good ↔ Jun 2019	Good ↔ Jun 2019	Good ↑ Jun 2019	Good ↑ Jun 2019	Good ↑ Jun 2019
Community health services for children and young people	Good ↑ Jun 2019	Good ↑ Jun 2019	Outstanding ↔ Jun 2019	Requires improvement ↔ Jun 2019	Good ↑↑ Jun 2019	Good ↑ Jun 2019
Community health inpatient services	Requires improvement ↔ Jun 2019	Good ↔ Jun 2019	Good ↔ Jun 2019	Good ↔ Jun 2019	Requires improvement ↔ Jun 2019	Requires improvement ↔ Jun 2019
Community end of life care	Good Mar 2014	Good Mar 2014	Good Mar 2014	Good Mar 2014	Good Mar 2014	Good Mar 2014
Overall*	Good ↑ Jun 2019	Good ↑ Jun 2019	Good ↔ Jun 2019	Good ↑ Jun 2019	Good ↑↑ Jun 2019	Good ↑ Jun 2019

Patient safety

- **2018 staff survey results:** safety culture theme saw a statistically significant improvement – 6.5 to 6.7 score
- **Excellence reporting:** reached 1000 in March 2019
- **Maternity:** achieved all 10 safety maternity national standards (Clinical Negligence Scheme for Trusts)
- **E-observations:** now live in all Stoke Mandeville Hospital and community hospital wards; commenced at Wycombe General Hospital on 13 May – safer care through technology
- **Pressure ulcers:** 30% reduction in avoidable grade 3-4 pressure damage
- **Medical Examiner:** 99% of patients who have passed away have had a review of their care by the Medical Examiner; 90% of applicable calls made to bereaved relatives; 90% no care problems identified
- **Sepsis:** increased A&E sepsis screening compliance; increased neutropenic sepsis compliance; Suspicion of Sepsis (SOS) dashboard results above the national average; BHT survival rates improving' mortality rates decreasing

National inpatient survey results 2018

Highlights:

- 11th most improved Trust in England; up from 55th in 2017
- 2018 survey 36th out of 77 Trusts, compared with 45th out of 81 Trusts 2017
- 3 out of 5 of top scores in survey and 4 out of 5 most improved scores relate to discharge, demonstrating impact of Trust focus on improving patient experience in this area
- 99% of patients felt they were treated with dignity and respect, above national average of 98%
- 86% rated overall patient experience 7/10 or more (2017 score 84%, national average 85%)

Areas for improvement:

- Reasons for transferring ward areas being completely explained by staff
- Standard of food
- Delays in discharge
- Being admitted as soon as necessary for planned admission

Success stories

- **NELA (National Emergency Laparotomy Audit)** – case ascertainment >100% - length of stay reduced from 12.3 days (17/18) to 7.5 days (average last 2 quarters)
- **National Bowel Cancer Audit** – one of our surgeons is now the largest volume surgeon in the country with almost the lowest mortality rate (0.4%)
- **AMD (age-related macular degeneration)** service at Amersham – new model for outpatient working – increased productivity from 12 to 20 patients per doctor per clinic – nominated by Macular Society for Clinical Service of the year award
- **Getting it Right First Time (GiRFT)** review team on thyroid surgery:
“The thyroidectomy service at the trust is exemplar, with superb complication and length of stay figures: the length of stay for patients following thyroidectomy is 0.62 days, compared to an average of 1.73 days”
- **Bucks Community Hubs** shortlisted in Improving Value in the Care of Older Patients Award
- **Chaplaincy services** won HSJ Value Award Clinical Support Services Award
- **Tissue viability team** Innovation in Chronic Wound Healing Journal of Wound Care Awards

Challenges

- Recruitment and retention of nurse and therapists (nursing vacancy rate at 15.8% in May 2019), particularly in our community inpatient services
- Capital investment in our estates and IT infrastructure to improve the environment for patients and move towards digital healthcare
- Waiting times for children's services
- Increasing demand for services, e.g. cancer, ophthalmology, orthopaedics and endoscopy: future proofing services for rises in the local population
- Reducing variability throughout our services through peer review and quality rounds

Financial position

Financial position

- 2018/19 deficit of £31.6m
- Contract position agreed with Buckinghamshire CCG and NHS Improvement for 2019/20
- Includes cost improvement programme of £15m (3.3% of expenditure)
- A different approach:
 - defining more efficient ways of working
 - eliminating waste and duplication
 - continue to deliver high standards of patient care and experience
 - all staff contributing ideas
 - Small Change, Big Difference campaign
- Additional scrutiny by NHS Improvement of our plans



**Model
Hospital**



Corporate Objectives 2019/21

the **BHT** way

our ambition

Mission

Safe & compassionate care,
every time

Vision

We want to be one of the
safest healthcare systems
in the country.

We have three strategic priorities:

Quality

We will offer high quality, safe and compassionate care in patients' homes, the community or one of our hospitals:

People

We will be a great place to work where our people have the right skills and values to deliver excellence in care:

Money

We will be financially sustainable, will make the best use of our buildings and be at the forefront of innovation and technology:

We have clear objectives:

Culture

Listening



to our patients

Enabling



making it easier to get things done

Supporting



Improving



Learning



organisation

Workforce

New models



of care & staffing

Great place



improve retention by making BHT a great place to work

Develop talent



an inclusive workforce that celebrates equality and diversity

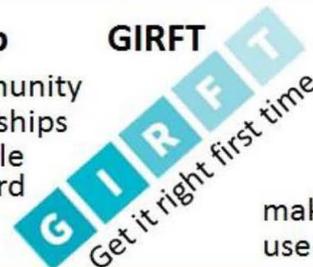
Inequalities

Partnership



build community partnerships to enable us to support hard to reach groups

GIRFT



Estates



making the best use of our buildings

Digital



effective use of digital technology

Working in partnership

