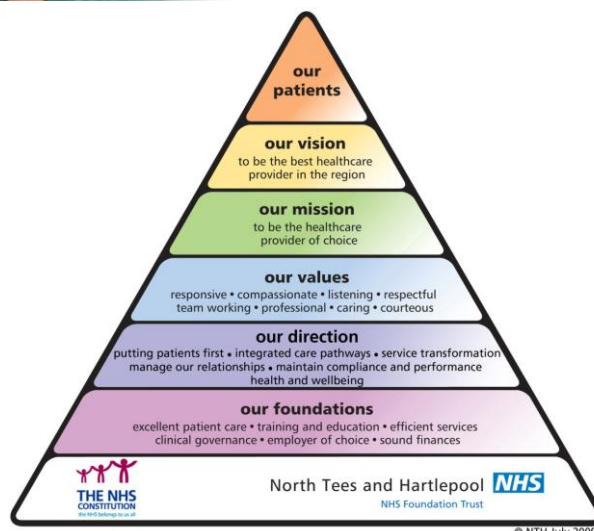




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putting **patients** 1st

*Passionate* about health

north east  
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## We're passionate about

- Putting patients first
- Quality, safety and patient experience
- Transforming services to meet the health needs of future generations

putting **patients** 1st

*Passionate* about health

north east  
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# SERVICE TRANSFORMATION

## Evaluation Report June 2014

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## Evaluation – Approach

- Establishment of Joint Overview Group to monitor impact of reconfiguration
- Use of existing Trust Performance Indicators to provide overview while minimising additional workload
- Summary dashboard to provide overview and assurance to Oversight Group
  - Compliance
  - Efficiency
  - Public and Staff Outcomes
  - Finance and workforce
- Range of additional ad-hoc reviews





Compliance								
ID	Measure	Baseline	Target	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14
1	<b>A&amp;E</b>							
2	A&E 4 hour target of 95%	96.9%	95.0%	95.9%	93.6%	96.0%	97.1%	97.4%
3								
4	<b>RTT Referral To Treatment admitted wait (median)</b>							
5	General surgery	9.9	11.1	8.8	7.6	10.0	7.4	8.5
6	Orthopaedics	12.1	11.1	11.7	11.1	11.6	11.2	10.7
7								
8								
9	<b>HCAI</b>							
10	MRSA	2	0	0	0	0	0	0
11	C Diff (diagnosed after 72 hours)	54	40 (cum)	27	27	29	30	30
12								
13								
14	<b>Eliminating mixed sex accommodation</b>							
15	Number of breaches	0	0	0	0	0	0	0
16								
17								
18								
19								
20								
21								



## Compliance

- A&E 4 hour target – maintaining 95% performance
- Referral to Treatment Times for elective services – maintaining 18 week target with median waiting times close to trajectory
- Health Care Acquired Infections
  - MRSA – 0 cases this year against 2 last year
  - C Diff – 30 this year against trajectory of 40, significant improvement over previous year (54 cases)
- Eliminating Mixed Sex Accommodation – no breaches this year



Efficiency								
ID	Measure	Baseline	Target	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14
1	<b>Activity</b>							
2	A&E Attendances	5,927	N/A	5,419	5,671	5,442	5,327	6,154
3	Emergency admissions - A&E	1,384	N/A	1,380	1,465	1,458	1,249	1,337
4	Emergency admissions - Emergency Assessment Unit	1,235	N/A	1,520	1,546	1,708	1,517	1,616
5								
6								
7	<b>Emergency Assessment</b>							
8	First assessment within 2 hours of admission			91%	83%	87%	81%	87%
9	Consultant review within 14 hours of admission			87%	88%	90%	90%	88%
10								
11	<b>Critical Care</b>							
12	Occupancy	66.60%		67.08%	52.22%	63.10%	64.29%	62.81%
13								
14								
15	<b>Holdforth Unit</b>							
16	Occupancy	N/A	90.00%	80.78%	77.96%	92.90%	95.60%	93.10%
17								
18								
19	<b>Transport</b>							
20	Utilisation by patients/visitors	N/A	N/A	84	360	757	706	944
21								



## Efficiency

- Activity – Increasing levels of emergency admissions reflecting higher complexity of patients presenting
- Emergency Assessment – new models in single site units providing prompt and appropriate assessment of emergency admissions
- Critical Care – occupancy at appropriate levels
- Holdforth Unit – Occupancy low initially but increasing as new clinical model beds in
- Transport – increasing uptake of transport services provided by Trust, by patients and visitors
  - Additional capacity provided as required





Patient and Staff Outcomes								
ID	Measure	Baseline	Target	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14
1	Friends and Family Test (Medical patients)	66	100	65	66	71	67	69
2								
3	<b>NHS choices</b>							
4	UHNT	3.5	N/A	3.5	4.0	4.5	4.5	4.5
5	UHH	5.0	N/A	5.0	5.0	5.0	5.0	5.0
6								
7	Mortality rate (HSMR)	108.36	100.00	112.09	114.21	113.40	112.34	115.75
8								
9								
10	<b>Critical Care</b>							
11	Delayed admissions	0	0	0	0	0	0	1
12								
13								
14	<b>Holdforth Unit</b>							
15	Number of patients transferred back to UNHT	N/A	0	1	2	1	0*	0*
16								
17								
18								
19								
20								
21								



## Patient and Staff Outcomes

- Friends and Family Test – feedback from medical patients shows improving satisfaction
- NHS Choices – feedback via website maintaining top rating for Hartlepool and improving ratings for North Tees
- Mortality – impact of coding and ambulatory care on indicator (painting a disproportionately worse picture of Trust performance) – audit of every case to identify any lessons learned
- Critical Care – only 1 delayed admission following implementation of single site model
- Holdforth Unit – low numbers of patients transferred back to North Tees following transfer to unit





Finance and Workforce							
ID	Measure	Annual Target	Actual to date				Var
1	<b>Medicine</b>						□□
2	Capital costs	£1,457,000	£1,452,000				£-5,000
3							□□
4							□□
5	<b>Critical Care</b>						□□
6	Capital costs	£100,000	£145,400				£45,400
7							□□
8							□□
9	<b>Elective Care</b>						□□
10	Capital costs	£25,000	£0				£-25,000
11							□□
12							□□
13	<b>Theatres</b>						□□
14	Capital costs	£500,000	£400,000				£-100,000
15							□□
16		<b>Baseline</b>	<b>Target</b>	<b>Nov-13</b>	<b>Dec-13</b>	<b>Jan-14</b>	<b>Feb-14</b>
17							□□
18	<b>Workforce</b>						□□
19	Staff turnover	9.20%	10.00%	9.93%	10.19%	10.41%	10.55%
20	Sickness absence	4.02%	3.75%	4.35%	4.88%	5.34%	5.50%
21							5.04%



## Finance and Workforce

- Capital costs of reconfiguration within plan - £1,997.4k vs £2,082.0k
- Workforce – staff turnover and sickness absence showing slight increase as expected
  - Active support programme in place for staff impacted by the changes





## Isolation rooms

- Regular audit of use of single rooms
- Average use for patients with known or suspected infection 44.33%
- Other usage appropriate
  - End of life care
  - Prisoners with guards
  - Particularly unwell patients
  - Falls
  - Patients sectioned under Mental Health Act
- All patients symptomatic with C difficile isolated as per good practice



## Holdforth Unit

- Multidisciplinary team model bedding in well
- Continuing review of appropriateness of admissions against agreed admission criteria
- Management of unit by Integrated Services Directorate to provide improved integration with community services





## Transport

- Transport Plan
- Wide publicity
- Services developed to meet demand
- Increasing uptake by patients, visitors and staff



## Staff feedback

- Staff survey October to December 2013
  - Little change in overall levels of staff satisfaction
  - 69% of staff said they felt supported by their manager during times of change
  - Team working and communication improved
- Feedback from work with impacted teams by Organisational Development department
  - OD intervention valued by staff
  - Staff felt able to raise concerns and that these were listened to







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## Patient safety incidents

- Any incidents reflecting changes in practice arising from Transformation reported and reviewed via Patient Safety and Quality Standards Committee
- All such incidents managed appropriately in accordance with the agreed operational policies



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## Patient and Public Feedback

- Friends and Family Test – reported on Dashboard
- NHS Choices – reported on Dashboard
- Direct patient and public feedback collated
  - 964 relevant comments
  - 50 negative comments (5%)





## Conclusion

- Service Transformation represented a huge challenge to the Trust
- Excellent planning for implementation of changes
- No negative impact on patient outcomes
- Positive feedback from staff on engagement and support

