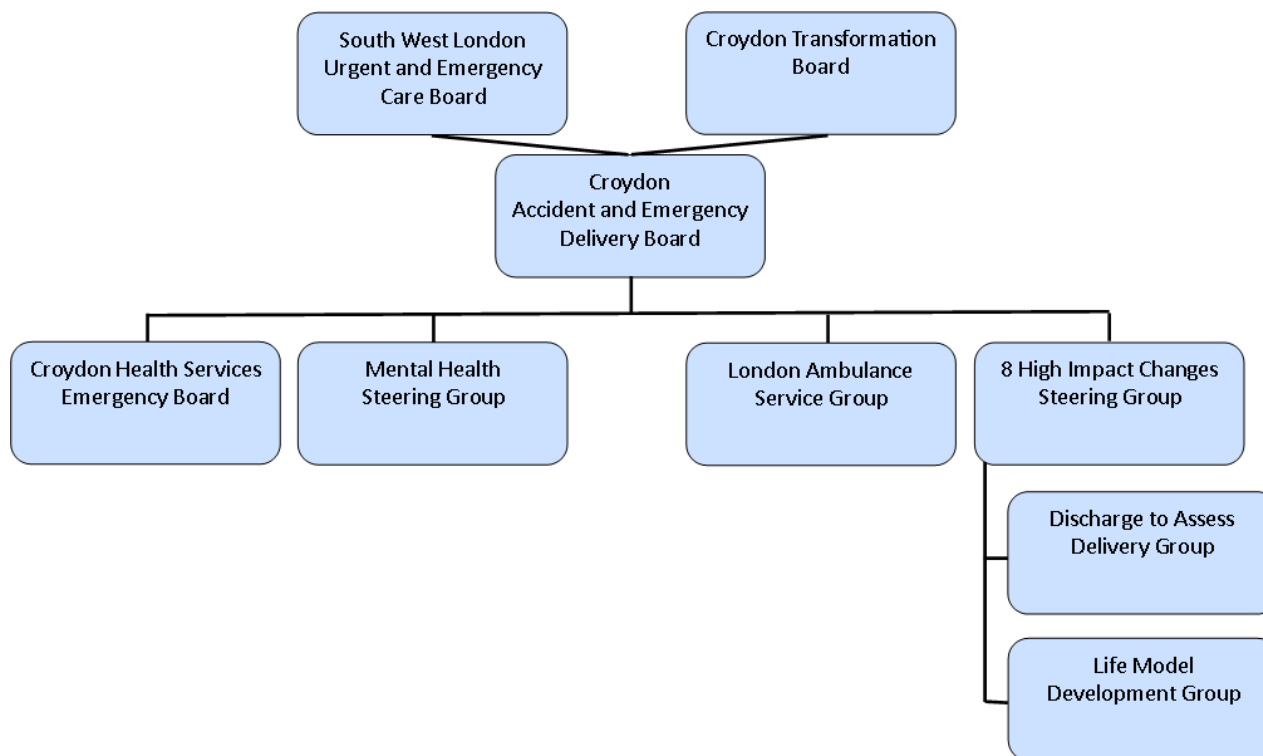


Longer, healthier lives for
all the people in Croydon

Croydon A&E Delivery Board (AEDB) - Overview of Winter Plans for 2017/18



1. Governance Structure of the Croydon AEDB



2. Croydon AEDB Delivery Plan

- Co-produced Croydon CCG, Croydon Health Services, Croydon Council, SLaM and LAS
- Aims to address the three improvement drivers:
 - Workforce
 - Patient flow and discharge
 - Re-direction of patients



2.1 Context – Preparing in Croydon for winter 17/18

- New Urgent Care Contract April 2017
 - Urgent Treatment Centre at Croydon University Hospital - co-located with the emergency department
 - 3 GP Hubs, Roving GP and Out of Hours GP Services
- Croydon University Hospital Emergency Department (ED) remains in a temporary location for winter 17/18
- Continued workforce issues reflective of local and national challenges
- Patient flow through the ED and hospital remains a challenge
- Joint health and care commitment to deliver high quality timely care, and partnership working e.g.:
 - Local Authority – Care home and domiciliary care market challenges
 - LAS – Reducing calls and conveyances in the SWL sector
 - Primary care – Promoting (extended) access to GP primary care/GP services
- The Croydon AEDB plan has been developed to support the key issues



2.2 Challenges for winter 17/18

- Analysis of the delays across the emergency care pathways identified three improvement drivers:
 - Patient flow and discharge
 - Streaming and re-direction before / when a person arrives in ED at CUH
 - Workforce
- Patients presenting to the ED with primary Mental Health concerns has a significant impact
 - Time in the ED is a quality issue for the individual and does affect the internal ED flow (average time in the department is 6hr 30min)
 - Two initiatives to address this for winter - Implementation of Core 24 psychiatric liaison service and reduced South London and The Maudsley bed occupancy



2.3 AEDB Delivery plan: Top 9 Solutions

Actions	% Impact	Improvement Driver		
		Workforce	Improve patient flow & Discharge	Re-direction & Streaming
Direct booking to GP Hubs from NHS111	0.25		✓	✓
Direct booking to GPs from NHS111	0.25			✓
Identification of frequent callers	0.5			✓
Comprehensive streaming model	0.5			✓
MH - Core 24	0.25	✓	✓	✓
Implement the 8- HICs	2.0	✓	✓	✓
Out of hospital business case	1.0	✓	✓	
Review of staffing	1.0	✓	✓	
Review roles & responsibilities, bed usage 7 capacity, & care pathways	3.0	✓	✓	✓



2.4 Croydon AEDB Delivery Plan - high impact solutions

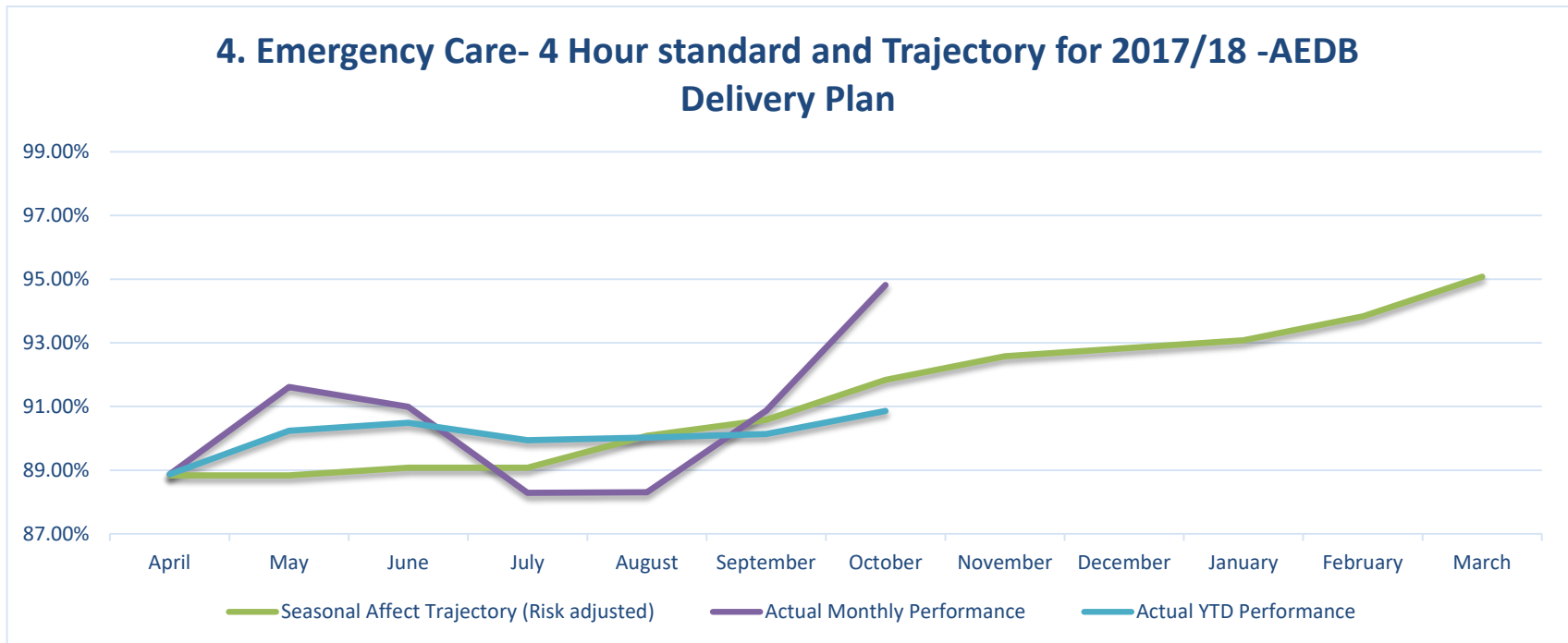
- Three high impact solutions have been identified which will deliver a 5% improvement on the 4-hour target (from 90.13% as at 30/9/17):
 - 1. Implementation of the Out of hospital business case for people aged over 65 (1% improvement)**
 - Accelerated discharge (Discharge to Assess) piloted in Sept 2017, went live for Pathways 1 & 2 in Oct 2017, and for Pathway 3 across all wards in March 2018
 - Improved and enhanced reablement services to reduce re-admissions
 - Integrated Community Networks: Enhancing MDTs to provide one-to-one support in care planning, seamless coordination of care, and facilitation and promotion of self-care through the engagement and promotion of community groups.
 - 2. Review of staffing across the emergency care pathways (1% improvement)**
 - 3. Review roles & responsibilities, bed usage and capacity, & care pathways (3% improvement)**
 - Robust discharge policy; supporting clear pathways and patient choice
 - Ability to discharge from inpatient ward settings is imperative to promote “Right person Right ward” and to ensure safe, quality care



3. Performance Against Trajectory for 2017/18 - vs. AEDB Delivery Plan to 31 October 2017

A&E Delivery Board Plan	April	May	June	July	August	September	October	Nov	Dec	January	February	March
Original 17/18 Monthly Trajectory	93.30%	95.64%	96.58%	97.70%	96.59%	95.16%	94.31%	95.78%	94.77%	94.83%	93.49%	95.12%
Target against AEDB Plan	88.83%	88.83%	89.08%	89.08%	90.08%	90.58%	97.33%	97.33%	97.58%	97.58%	97.58%	98.33%
Seasonal Affect Trajectory (Risk adjusted)	88.83%	88.83%	89.08%	89.08%	90.08%	90.58%	91.83%	92.58%	92.83%	93.08%	93.83%	95.08%
Actual Monthly Performance	88.87%	91.61%	90.99%	88.29%	88.30%	90.87%	94.82%					
Actual YTD Performance	88.87%	90.24%	90.49%	89.94%	90.02%	90.13%	90.86%					
Total Impact Percentage Improvement (as per plan)	0.00%	0.00%	0.25%	0.00%	1.00%	0.50%	6.75%	0.00%	0.25%	0.00%	0.00%	0.75%

4. Emergency Care- 4 Hour standard and Trajectory for 2017/18 -AEDB Delivery Plan



4. Winter Plans from partners within the Croydon AEDB – see attached papers

1. Croydon Health Services
2. Croydon Clinical Commissioning Group
3. London Ambulance Service
4. Croydon Council

