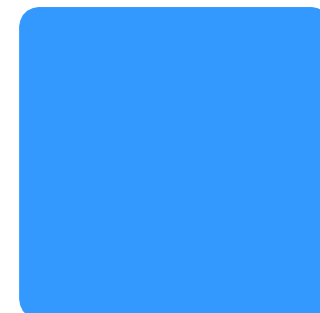


Bromley Health Scrutiny Sub- Committee Update 20 April 2023

Jonathan Lofthouse,
Site Chief Executive
(PRUH and South Sites)



PRUH and South Sites update

- Elective recovery highlights
- Emergency performance
- Covid-19 position
- Update: Winter and strike impact and mitigations
- Estates and service updates

Trust-wide update

- CQC update
- Trust executive leadership update
- NHS staff survey results

Elective recovery highlights (1)

We continue to reduce long waiters across all waiting time cohorts in line with the **NHS Elective Recovery Plan**, that addresses backlogs built up during the pandemic.

Exceptionally long waits

No patient waiting for treatment at the PRUH is over 100 weeks

- This is a continuation of the position reported previously

Waits by specialties

We continue to address long wait cohorts across specialties

- Particularly for surgery and other planned interventions resulting in one orthopaedic and one ophthalmology patient with waits of 78 weeks on an admitted pathway (as at 17 April 2023). Both patients have dates for their surgery this week, the week commencing 17 April.

Capacity to address long waits

Additional capacity is critical to reducing the total waiting list further

- We continue to work with partners to reduce the 441 patients (down from 754 at last report) waiting over 52 weeks or either a procedure or outpatient appointment.

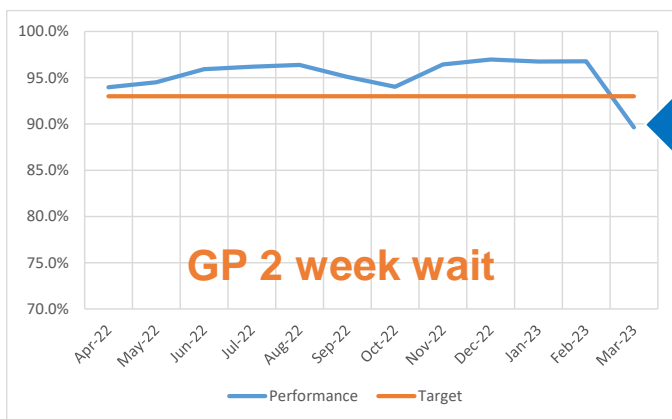
Diagnostics Waiting Times and Activity

- We continue to outperform the national threshold for diagnostic compliance, achieving a validated position of 0.69% for February 2023.
- Breaches increased to 40 breaches in February with the main increase in Cystoscopy-Urology which rose to 26. This measure does not include all diagnostic work we undertake; pressures remain for those patients undergoing a diagnostic procedure or screening for cancer (detailed in next slide).

Elective recovery highlights (2)

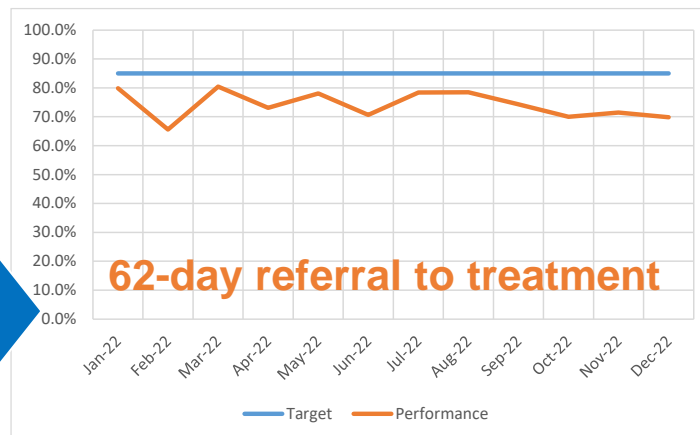
Cancer Diagnostics Improvement Programme established in August 2022 to strengthen cancer performance

Access for cancer patients is mixed; since February 2022 we have achieved compliance with the two-week wait standard but performance against the 62-day target continues to be challenging.



The PRUH has achieved sustained performance against the 2WW, being compliant overall up to March 2023.

PRUH performance against the 62-day target remains challenging. For March 2023 it was 69.8%, below the compliance threshold of 85%.



Emergency performance

Attendee levels have risen in the winter months and in common with many other trusts, long ambulance handovers have been a feature of recent patient experience. Overall performance against the four-hour wait target for A&E remains challenging but improving, in March it was 61.30%.

FY22-23		Attendees			Performance			
Quarter and Month		ED	UCC	Total	Type 1 Monthly % to date	Type 3 Monthly % to date	All Types Monthly % to date	12hr DTAs
Qtr 1	April	5535	5022	10557	48.91%	86.62%	66.85%	391
	May	6143	5548	11691	51.33%	86.16%	67.86%	304
	June	5789	5528	11317	53.79%	86.11%	69.58%	287
Qtr 2	July	5876	5187	11063	49.80%	82.71%	65.23%	534
	August	5391	5159	10550	49.47%	84.28%	66.49%	559
	September	5561	4928	10489	49.65%	82.14%	64.92%	616
Qtr 3	October	5979	4917	10896	45.14%	84.85%	63.06%	830
	November	6212	4804	11016	44.09%	80.41%	59.93%	682
	December	6380	5855	12235	37.77%	71.92%	54.12%	905
January		5804	4040	9844	41.09%	90.05%	61.18%	844
February		5594	3850	9444	43.89%	87.77%	61.77%	748
March		6140	4734	10874	43.39%	84.54%	61.30%	899

Covid-19 position

Covid-19 patient numbers have slightly increased since last reported to the committee. This increase has also been seen at the KCH (Denmark Hill) site.

Most recent figures

- As at 9am, 18 April, we have 57 patients in general and acute beds, and 1 patient in critical care.

Update: Winter and strike impact and mitigations

The resulting impact of recent **strikes** has been the loss of a significant number of planned elective sessions

Between 13 March and 7 April, 90 planned elective sessions were lost to the Junior Doctors' Strike. For comparison, 31 sessions were lost to bank holidays.

A&E/Emergency department

- Mitigations in place during the Junior Doctors' strike saw emergency performance improve against normal levels of attendance on average. Four-hour performance remained around 67% for the week.
- Whilst higher A&E attendances remain a seasonal feature, the A&E conversion rate continues to improve (down to 20.2% in February 2023) which is due to the Same Day Emergency Care (SDEC) pathway implementation (Medical Assessment and Decision Unit and Acute Frailty Assessment Unit). Daily speciality multi-disciplinary meetings in A&E are also producing quicker care and speciality in-reach.

Ambulance handovers

- Improved ambulance handovers are being achieved, from a peak of 79 over 60 minutes in week ending 19 March to 50 in the week ending 2 April 2023.

Acute medicine delivery: Improvement plans

- Reviewing the acute medical take Standard Operating Procedure (SOP) to enable the take registrar and consultant to be engaged in referral process from A&E and GP
- Use of assessment bays in Emergency Assessment Unit (EAU) to accept direct GP referrals and medical patients from rapid assessment and treatment process (RAT)
- Placing a discharge team and social care assessment at the front door

Estates and service updates



DAY SURGERY UNIT CONNECTING CORRIDOR

New permanent structure linking Day Surgery to the main hospital is now open. The new corridor replaces the temporary cover that has previously been in place, providing a more appropriate and pleasant experience for patients who are transferred between these two locations for their care. The official opening is planned for early June.

ENDOSCOPY UNIT

Work has continued in order to meet the conditions for Planning permission of this state-of-the-art facility, providing cancer diagnostic and treatment for the residents of Bromley and across the region. The Council communicated its grant of planning permission on 15 March 2023. Building work is due to commence this summer.



KING'S NOW PROVIDER OF ALL BROMLEY SEXUAL HEALTH AND REPRODUCTIVE SERVICES

The Trust has secured the contract to deliver the new integrated service, which operates primarily from Beckenham Beacon. The service launched on 3 April. The move to a single service and provider will mean a 'one stop shop' through one clinic. As part of these changes King's will also be delivering services from Orpington Health and Wellbeing Centre and Mottingham Clinic.

Trust-wide update

Care Quality Commission update

The Care Quality Commission (CQC) well-led review was carried out from October to December last year. **The Trust has been rated 'Good' for its leadership arrangements.**

The Trust was previously rated 'Requires Improvement' in this area.

Key findings included:

- Strength, strategic focus and accountability of the leadership team had improved.
- Development of good objectives and plans, which supported staff to carry out their responsibilities effectively.
- Staff understood the Trust's new BOLD vision and strategy, and organisational Values, and that clinicians, patients and members of the local community were involved in shaping and developing them.
- Trust leaders worked collaboratively with the wider health and social care system to ensure hospital services met the needs of local people.



Areas for improvement included:

- Staffing levels – providing consistency in required levels
- Efficient discharge of patients

Trust executive leadership update

Appointment

- Tracey Carter MBE appointed as new **Chief Nurse and Executive Director of Midwifery**. Tracey joins the Trust this summer.



Recruitment

- Recruitment process underway to appoint new **Director of Equality, Diversity and Inclusion** following departure of Funmi Onamusi from the Trust. Chief People Officer, Mark Preston is temporarily covering the role.

Trust-wide update: NHS staff survey results

The annual NHS Staff Survey results were published in March.

Headline results for this year

Overall Trust response rate was higher than the previous year, going from 37% (2021) to 46% (2022). This is higher in comparison to a sector average of 44%. The PRUH and South Sites response rate was also higher than average at 47%.

- 56.5% said they would recommend the Trust as a place to work (compared to 55.4% in 2021)
- 63.6% said they would be happy with the standard of care provided by the Trust if a friend or relative needed treatment here
- 75.8% said the care of patients/service users is our top priority – compared to a national average of 73.5% this year

Areas for improvement include working flexibly, particularly around achieving work life balance.

A Trust-wide action plan is in development to address areas of improvement across the Trust.

