

Bromley Health Scrutiny Sub-Committee Update 5 September 2023

Julie Lowe,
Site Chief Executive Denmark Hill
covering as
Site Chief Executive for PRUH and South Sites
until 18 September

King's



PRUH and South Sites update

- Elective recovery
- Emergency performance
- Industrial Action impacts and mitigations
- Covid-19 position
- Estates and service updates

Trust-wide update

- Apollo programme: launch of Epic
- Trust executive leadership update

Elective recovery (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. We are also responding to the 'call-to-arms' from NHSE request to Protect and Expand elective capacity and specifically address the Outpatient backlog across the NHS.

Exceptionally long waits

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

Waits by specialties

We continue to address long wait cohorts across specialties

- We have 24 patient awaiting surgery and other planned interventions with waits over 78 weeks on an admitted pathway (as at 21 August 2023). Eleven of these patients have dates for their surgery, with the latest being October 2023.

Capacity to address long waits

Additional capacity is critical to reducing the total waiting list further

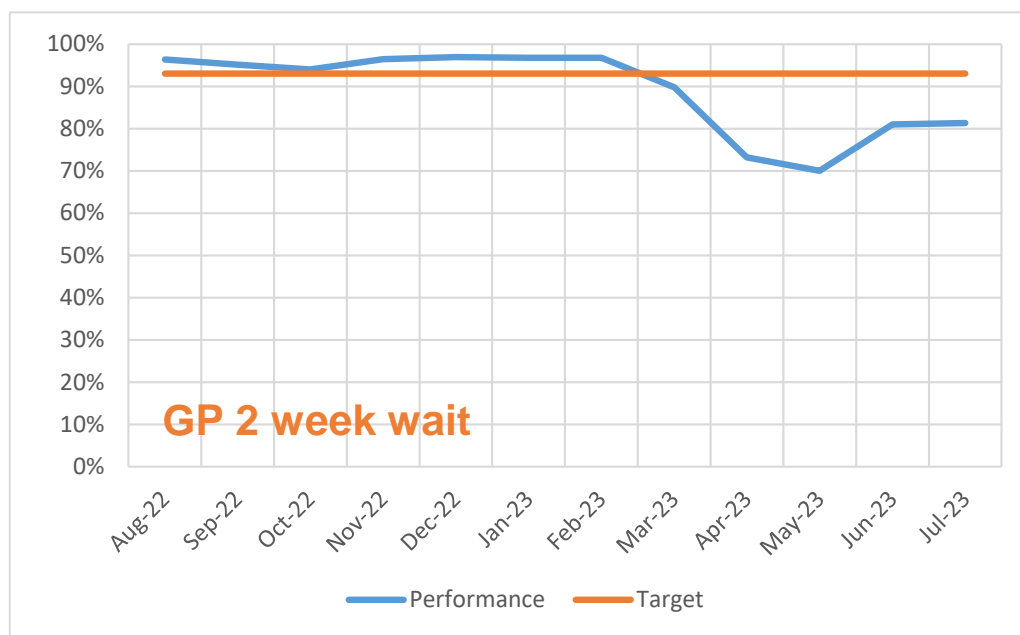
- Our total waiting list has grown from 34,781 in April to 35,893 as at 21 August 2023 (+1,112)
- We continue to work with partners to reduce the 1,753 patients waiting over 52 weeks or either a procedure or outpatient appointment (up from 441 at last report).

Diagnostics Waiting Times and Activity

- July was the first month for over a year where we did not meet the national threshold for diagnostic compliance, achieving a validated position of 1.76% (against the 1% threshold).
- Breaches increased to 102 in July with the main increase in Radiological non-obstetric ultrasound which rose to 49.

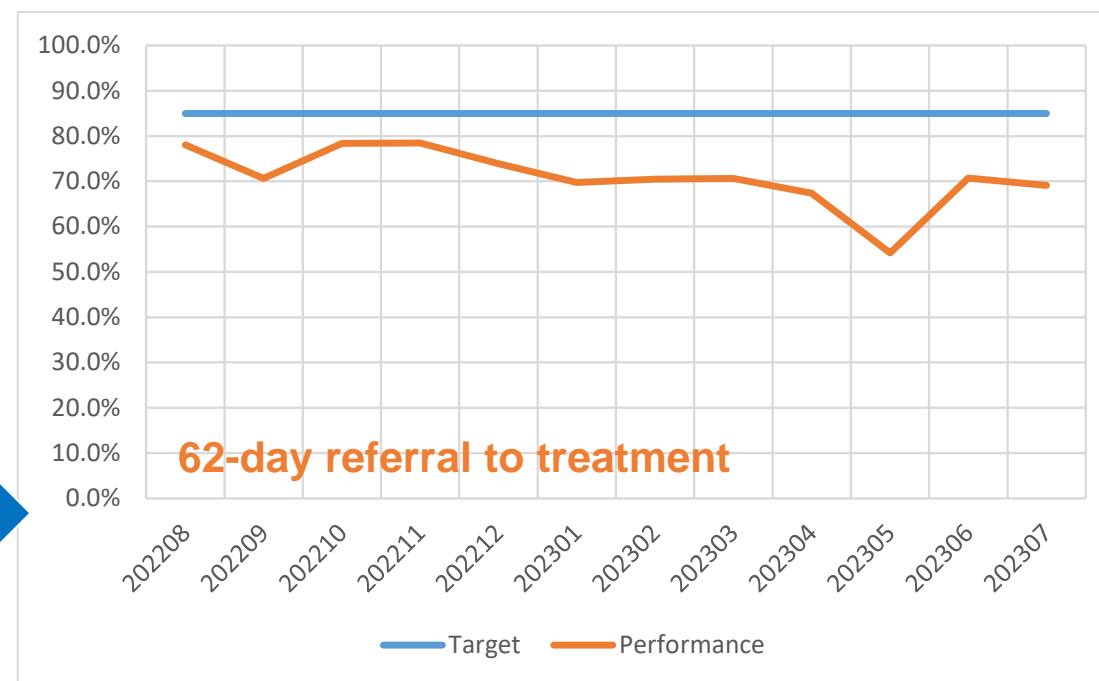
Elective recovery (2)

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



The PRUH achieved sustained performance against the 2WW up to Mar-23 and has recovered slightly in the last two months to stabilise at around 80%.

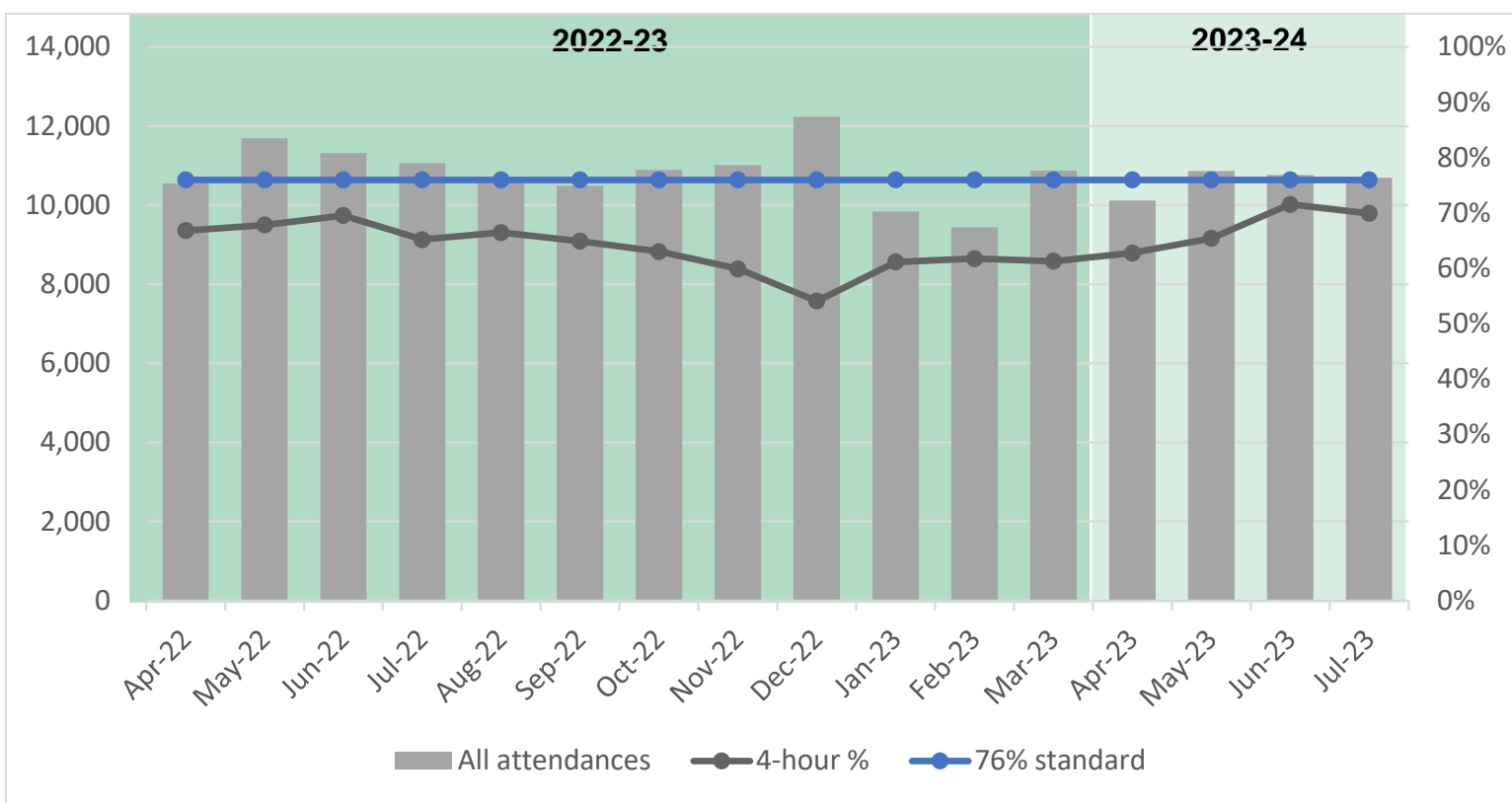
PRUH performance against the 62-day target remains challenging. For July 2023 it was 69.1%, below the compliance threshold of 85%.



Emergency performance (1)

- Attendee levels are lower than prior year but remain high compared to January and February of this year. Overall performance against the four-hour wait target for A&E remains challenging but improving, in July it was 69.97% (vs 65.23% for the prior year).
- We are in the process of integrating the new national OPEL (Operational Pressures Escalation Levels) framework into our system of requirements and triggers.

Total attendances and 4-hour performance since April 2022

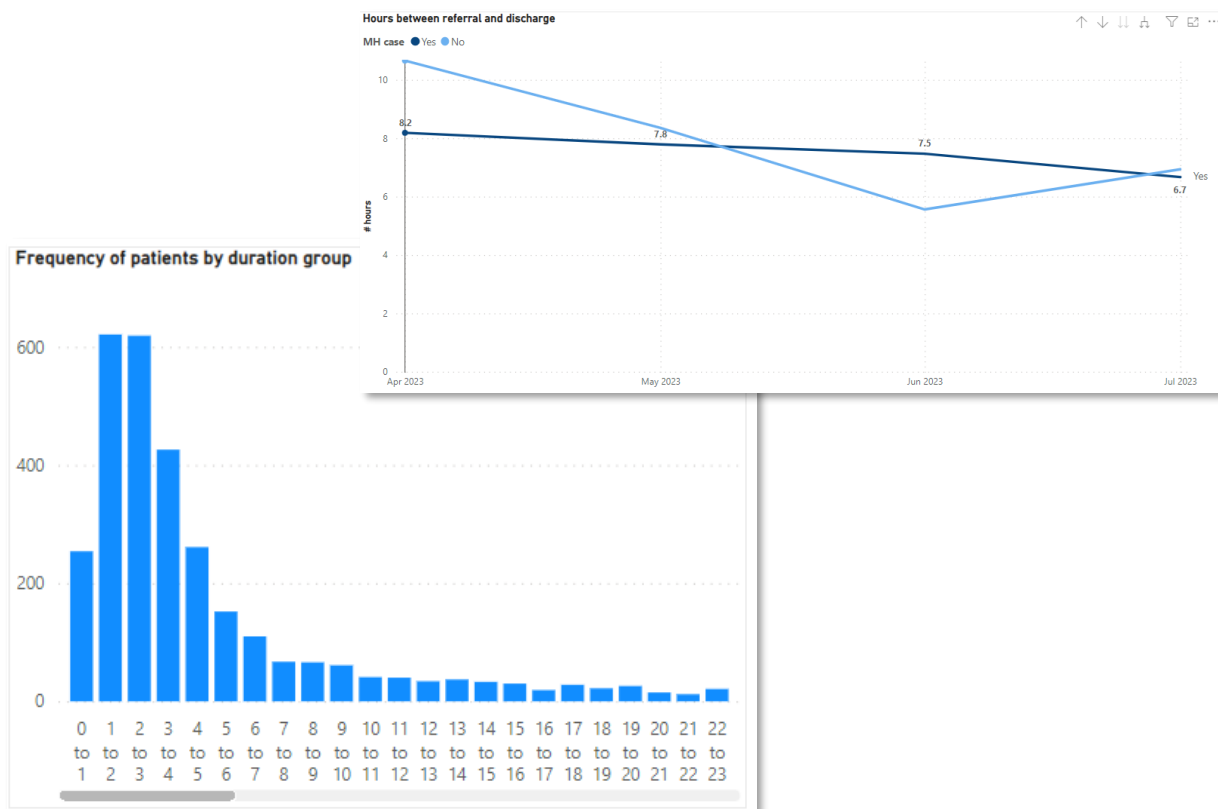


We are also undertaking work to address our longer lengths of stay across the Trust which contribute to poor flow across the site (focusing on those with a length of stay of 21 days or more). A weekend discharge SOP has already been revised.

Emergency performance (2)

Mental health patients seen in ED

Despite strikes, patients referred onwards from ED for mental health care have experienced a reduction in wait times. However, these are still high overall. Since April 2023, waiting times have reduced from an average of 8.2 to 6.7 hours in July. Around 1 in 4 have waited more than 8 hours and 1 in 20 waited more than two days in ED.



Ambulance attends

Numbers have remained fairly stable and our comparative handover delay position is improved. However, our ability to discharge patients during the weekend at the same rate as weekdays remains challenging. Currently, we are typically discharging as many as 60 patients more on a weekday compared to a Sunday. As a result, we experience congestion in ED and long waits at the beginning of the week.

Ambulance cumulative handover delays for all patients across London: rolling 30-day position as at 3 August 2023 (LAS data, hh:mm:ss shown)

Site	Delay (hh:mm:ss)
Queen's Hospital	567:35:32
North Middlesex Hospital	278:16:10
Whipps Cross University Hospital	264:06:17
King's College Hospital (denmark ..	212:13:09
Newham General Hospital	183:37:00
King George Hospital	179:10:59
St Helier Hospital	164:36:08
St George's Hospital (tooting)	145:02:52
Croydon University Hospital	90:28:22
The Royal London Hospital	84:42:44
Barnet Hospital	76:49:54
Princess Royal University Hospital	74:01:57
Royal Free Hospital	71:03:13
Queen Elizabeth Hospital	70:08:41
St Thomas' Hospital	61:34:38

#12 in London

Strike impact on elective care

We estimate that the industrial action since the beginning of the year has affected 1,902 inpatients and daycases and almost 16,000 outpatients. The financial loss to the Trust is over £10.5m.

The next strikes are:

- **Junior doctors** - Thursday 24 and Friday 25 August
- **Consultants** - Tuesday 19 and Wednesday 20 September

Organiser	Dates	Total day case activity lost	Total inpatient activity lost	Total outpatient activity lost	Total value lost (average tariff by POD)
BMA junior doctors	11-14 August	188	28	1,730	£ 1,027,016
Society of Radiographers	25-26 July	54	16	1,909	£ 349,020
BMA consultants	20-21 July	117	28	1,238	£ 807,177
BMA junior doctors	13-17 July	202	36	2,431	£ 1,259,835
BMA junior doctors	14-16 June	160	50	1,600	£ 1,247,297
RCN	30 April - 1 May	48	18	25	£ 363,306
BMA Junior doctors	11-14 April	152	75	3,560	£ 1,807,754
BMA Junior doctors	13-15 March	187	63	2,279	£ 1,572,185
RCN	6-7 February	219	37	812	£ 1,120,311
RCN	18-19 January	193	35	314	£ 964,040
YTD	29 days	1,518	384	15,896	£ 10,744,859
Per day	-	52	13	548	£ 370,512

- Covid-19 patient numbers have reduced since last reported to the committee.

Most recent figures

- As at 9am, 18 August, we have 24 patients in general and acute beds, and zero patients in critical care.

Estates and service updates

ENDOSCOPY UNIT

The verdict on our recent court hearing was published on 31 July. Our position was fully upheld, allowing us to resume work on site. Of the eight planning conditions, we await the Council's decision on four (regarding the plant noise #6, slab levels # 9, the construction ecological management plan #11 and bicycle offset #19).

We removed the measures put in place to prevent any use of the inactive badger sett and then closed it with the aid of a Natural England ecologist.

Building work is due to commence this summer to complete by Q4 of 2024/25.



RADIOLOGY UPGRADES

The PRUH is nearing completion on the second phase of a significant programme of diagnostic equipment replacement which commenced in February 2022. The PRUH will benefit from vastly improved diagnostic and interventional equipment from this refresh. Phase one replaced the Single Photon Emission Computed Tomography CT (SPEC CT) in our Nuclear Medicine department and the Fluoroscopy unit, making the service future proofed over the next 7-10 years whilst also providing backup to the CT scanner. Phase two completion refreshed: the Cardiovascular Fluoroscopy System, Computed Tomography Scanners (two scanners replaced, see one opposite), a 1.5T MRI and an X-ray room.

A new second MRI is also due for installation in October 2023.



FLOW UPGRADES AND ASSOCIATED WORKS

The PRUH has received additional capital resources totalling £3.880m to create 16 new beds including expanded HDU provision. This is a key step in meeting the national ambitions for UEC recovery. During the w/c 7 August, we completed a series of complex internal moves to free-up the footprint earmarked for the beds. Preliminary construction work is already underway and we aim to be 'live' by 1 December.

This additional capacity also means we can resume our ward refresh programme and upgrade their dementia friendly environments.

Apollo programme: launch of Epic and MyChart

Overview: Epic

- On **5 October 2023**, King's College Hospital and Guy's and St Thomas' NHS Foundation Trusts will be going live with a new electronic health record (EHR) system. The new system, powered by Epic as part of the Apollo programme, will replace multiple clinical systems in use across both Trusts with a single, integrated and comprehensive EHR.
- Synnovis, the pathology service provider for both Trusts, will also launch Epic on 5 October, replacing its current laboratory information system.

MyChart

- The Apollo programme also includes the launch of MyChart a new patient portal, accessible through a smartphone app or online.
- MyChart is a positive step forward for patients, it will provide greater access to their healthcare information and facilitate direct communication between patients and their hospital teams, ultimately it will empower our patients to get more involved in decisions about their health.



We are confident that Epic will bring about major long-term benefits for patients, and staff, and help transform many of the ways in which we provide and deliver care.

Benefits include:

- ✓ **Easier access to patient information for clinical teams**
- ✓ **Improved technology**
- ✓ **Patient-centred, empowering our patients**

Trust executive leadership update

Appointments

- Bernadette Thompson was appointed as **Director of Equality, Diversity & Inclusion** Team and joined the Trust in July 2023.
- James Watts was appointed as **Site Director of Operations- PRUH and South Sites** from 4 September 2023.



Recruitment

- A recruitment process will be underway to appoint new **Site Chief Executive for PRUH and the South Sites** following the departure of Jonathan Lofthouse from the Trust in August.
- Julie Lowe, Site Chief Executive for Denmark Hill, is providing temporary leadership cover until Angela Helleur starts as the Acting Site Chief Executive for the PRUH and South Sites.
- Angela will take on the role until the end of March 2024. Angela joins us from the South East London Integrated Care System (ICS), where she is Chief Nurse. She has worked in south east London for a number of years and has over 40 years' experience in the NHS. Before moving into healthcare management, she trained as a nurse, and also worked as a midwife at our King's College Hospital, Denmark Hill site.