

North east London Health update

28 February INEL JHOSC

Barts Health update - February 2023



Winter pressures and operational performance

- Like most other trusts, we experienced high bed occupancy levels and intense pressures in our emergency departments over winter, though this is showing signs of easing from the January peak. The sharp rise we saw in flu has subsided for the time being, and covid rates are steady with continuing trends of non-severe illness.
- Performance against the 4 hours standard has recovered to the 70% mark having dipped to low 60s during the most challenging period. Despite this we compared well to other London trusts with a ranking of 8th out of 16 London Trusts at the end of January
- We continue to see challenges with discharging medically fit patients, with between 115 and 140 people awaiting discharge in our hospitals at any one time, many of whom require social care or other community support. This includes a large number of 'out of borough' patients, who sit outside the North east London patch.
- For planned care, our longest waiters of 2+ years are now almost cleared. A small number of cases remain due to complexity or patient choice to delay treatment
- We have made strong progress on 78 week waiters; this was almost 4,500 in August '21 but we are forecasting this to be less than 300 by the end of March and are working through options to further reduce this, including through additional mutual aid within the system.

Staffing

- The contingency plans we put in place for the recent London Ambulance Service & Physiotherapists strikes meant that patients continued to receive the care they needed, with limited impact on routine care. We are capturing lessons learnt ahead of other union ballots and potential strike action.
- Our insourcing of facilities management services continues; In February, we welcomed the second cohort of 270 porters who were previously employed by Serco into the Barts Health family, with the next tranche due to transfer in May.
- We welcomed Rebecca Carlton as Group Chief Operating Officer

Trust developments

- We introduced a virtual ward for cardiology at St Barts, allowing clinicians to monitor patients remotely rather than keep them in hospital. We are also developing frailty virtual wards that will help to reduce pressure on hospital beds.
- In December, we announced that construction has started to create a permanent unit for cancer patients who become unwell during their treatment at St Bartholomew's Hospital. The unit, which was temporarily established at the start of the pandemic, helps to keep patients across north east London who are vulnerable to infection away from busy emergency departments, and means they are supported by specialist staff, should they have side effects from chemotherapy or radiotherapy.
- We successfully extended our REACH programme to BHRUT from 10 January, helping to divert suitable patients away from EDs across both Trusts to more appropriate treatment provision – a great example of the benefits we can deliver to NEL patients as a result of our collaboration programme.
- Annual plan for 2023/24 – in line with NHS England's priorities and planning guidance released in January, we are building our annual plan which will be operational from the 1st April. The national targets include reducing bed occupancy to 92% and ensuring 76% of patients meet the 4 hour A&E target.
- Our Emergency Departments at the Royal London and Newham Hospitals were featured in the Times and the BBC this month, as well as stories on the Physician Response Unit and REACH.

Homerton Healthcare NHS FT



Operational performance

- **Daycase and elective activity** achieving 96.99 % against plan YTD (Apr'22 – Dec'22) with Dec'22 achieving 85.95 % against plan.
- **Outpatient first appointment activity** achieving 103.72 % against plan YTD (Apr'22 – Dec'22) with Dec'22 achieving 95.27 % against plan.
- **Elective care performance** Trust's Dec PTL position is 24,962. The number of pathways transferred from other NEL trusts – c. 6,118 pathways to-date. 54 patients waiting over 52 week at end of Dec'22.
- **Cancer** – currently below 62-day treatment target (79.1% in Dec'23); achieving 2ww referral target (93.0% for Jan'23)
- **4-hour emergency care target** in Jan'23 is 82.93 % compared to 72.1 % in Dec'22.
- **Community services:** IAPT position for Jan'23 is 99.47% seen within 18 weeks with strong performance against the recovery rate also (over 50%). Waiting times for community physical therapies vary across services but remain below the 5-week waiting time target and below the pre-pandemic performance.

New facilities

- A new pathology laboratory was opened in Homerton hospital as part of the NHS East and Southeast London Pathology Partnership. The Essential Services Laboratory concentrates on urgent tests requiring a quick turnaround in areas such as the hospital's Emergency Department and specialist areas such as ICU, children's intensive care and maternity.
- Phase 1 of our critical care redevelopment transforming the old surgical centre into a purpose built Critical Care Unit has been completed. The unit has 3 bays of 4 beds with the ability to surge to 6 beds in each bay. Phase 2 will begin in the next few weeks and will redevelop the old ITU to create a modern Critical Care Unit with 6 isolation rooms.

Corporate activity

- The Trust launched a comprehensive Winter wellbeing campaign for staff; including discounts on hot meals and senior leadership visibility through regular visits with trolleys (with free drinks and snacks and health and wellbeing info) to every area of the Trust.
- Vacancy and turnover update: we have reduced our overall vacancy rate by 2.5% and reduced our turnover by 1% since September.

NELFT and ELFT



Joint Chair for ELFT & NELFT Appointed

- Eileen Taylor is the new joint Chair across East London NHS Foundation Trust (ELFT) and North East London NHS Foundation Trust (NELFT). Eileen took up the role on 1 January 2023 and leads the Boards of both NHS trusts, with a combined budget of £1 billion and over 12,000 staff providing mental health, community health and primary care services for more than 6 million people in north east London, Bedfordshire and Luton, Essex and Kent.

System resilience

- To help manage the increase in activity experienced on strike days services have collaborated through escalation huddles and have mobilised additional step-down beds to assist flow in the system.
- Non-clinical staff have moved to support clinical teams and where necessary, WFH has been revised. A community presence at EDs front door has helped to expedite discharges and admission avoidance.
- Rapid mutual aid support has been established in order to support across localities for any shortages in equipment.
- Systems have been established so as to identify opportunities for appointments and rehab at home and where possible, sharing of Acute MO lists across Place teams has allowed for the expediting of Pathway 1 discharges.

Closure of Mile End Vaccination Centre

- The Covid-19 Vaccination Centre at Mile End Hospital closed on 11 February 2023. The centre was run by ELFT and opened on 3 October 2022, as the replacement for the site at Westfield Shopping Centre, which had run from January 2021. The Westfield site gave 246,800 vaccines through the height of the programme, but demand at Mile End has been much lower.
- Most vaccinations in Tower Hamlets, Newham and north east London as a whole, are now being given in places like local pharmacies and GP practices.
- In the coming weeks NHS North East London, ELFT and other local partners will be discussing the best delivery models in line with the new advice from the Joint Committee on Vaccination and Immunisation (JCVI) and NHS England on further rounds of booster vaccinations, while still providing first and second jabs to those yet to have them. Our priority is to ensure they remain as easy and convenient to access.