3a - Implement the Six Goals and To develop and implement a plan by March 2024 to deliver Ministerial priorities by 2026

- Executive Lead: Andrew Carruthers, Director of Operations

- Reporting Officer: Alison Bishop, UEC Lead

- Period of reporting: Q2 2023/24

What is the aim of the Planning Objective?

- Delivery of the agreed 80 bed efficiencies across the four acute hospital sites through reduced conveyance, reduced admissions and reduced length of stay (LoS)

Strategy (the 3Cs) & Programme Outcome Indicators	Enablers	Outcome Impact	Measures
Reduce Conveyancing	Risk Stratification of Complex Proactive Monitoring Anticipatory Care Planning Clinical Streaming Hub Home First Health & Care System for Older People (including same day urgent care(SDUC)	Increased Care Closer to Home provision Reduced Conveyance (All Wales Target 60%) and Self Presentation Increased direct access to scheduled Same Day Emergency Care (SDEC) Reduced ED waits > 12 hours Improved ambulance handover	Ambulance presentations % patients admitted following conveyance to ED (should be 100% if 'true emergency) Self Presentation (as balance measure) Conveyance Rates by County ED attendances by County
Reduced Conversion rate	Front Door Turnaround Front Door Streaming to 72 hour assessment units (including frailty) SDEC	Reduced admission rate Reduced ED waits > 12 hours Improved ambulance handover Improved 4 hour delays	Admission rate. Length of stay (LOS) 0 – 1 Days LOS <72 hours ED length of stay distribution by admitted and non-admitted SDEC Measures Assessment Unit LOS
Managing complexity	Implementation of SAFER including D2RA Frontier Optimal Flow Tool Effective and Responsive Home First / Health and Care System for Older People	Reduction in Average LOS < 13 days for All patients	Average LOS distribution 48% of admissions discharged in under 3 days 50% between 3 and 10 days Reduced count patients bed days > 21 Increased discharges > 21 days Reduce proportion of patients LOS > 50 days Reduced bed occupancy rates
System impact	Increased Care Closer to Home Streaming patients to Right Care, Right Place, Right Time	Optimal flow for emergency and planned care pathways. Increased Healthy Days at Home PROMS & PREMS Older People	Reduction occupied beds (n = 135) by 2027

Bed Efficiencies

Summary of Front Door (Lodgers) impact for the previous Quarter:

	BGH			GGH			PPH			WGH			Total		
	Oct-23	Nov-23	Dec-23	Oct-23	Nov-23	Dec-23	Oct-23	Nov-23	Dec-23	Oct-23	Nov-23	Dec-23	Oct-23	Nov-23	Dec-23
Baseline	12.2	12.2	12.2	30.0	30.0	30.0	6.6	6.6	6.6	26.9	26.9	26.9	75.7	75.7	75.7
Target	9.2	9.2	9.2	23.0	21.0	21.0	0.0	0.0	0.0	20.9	18.9	18.9	53.1	49.1	49.1
Actual	9.3	9.1	7.3	22.4	18.8	21.6	2.0	4.4	2.2	24.2	22.7	25.0	57.9	54.9	56.0
Variance	0.1	-0.1	-1.9	-0.6	-2.3	0.6	2.0	4.4	2.2	3.3	3.8	6.1	4.8	5.8	6.9

Summary of Back Door (Surge) impact for the previous Quarter:

	BGH			GGH			PPH			WGH			Total		
	Oct-23	Nov-23	Dec-23	Oct-23	Nov-23	Dec-23	Oct-23	Nov-23	Dec-23	Oct-23	Nov-23	Dec-23	Oct-23	Nov-23	Dec-23
Baseline	8.4	8.4	8.4	33.2	33.2	33.2	18.8	18.8	18.8	34.9	34.9	34.9	95.3	95.3	95.3
Target	-0.6	-1.6	-1.6	15.2	15.2	15.2	9.4	8.4	8.4	23.9	23.9	19.9	47.9	45.9	41.9
Actual	1.8	1.5	1.9	32.2	29.0	30.4	2.9	4.9	6.2	31.8	32.7	32.6	68.8	68.1	71.1
Variance	2.4	3.1	3.5	17.0	13.8	15.2	-6.5	-3.5	-2.2	7.9	8.8	12.7	20.9	22.2	29.2

Combined

	BGH			GGH			PPH			WGH			Total		
	Oct-23	Nov-23	Dec-23	Oct-23	Nov-23	Dec-23	Oct-23	Nov-23	Dec-23	Oct-23	Nov-23	Dec-23	Oct-23	Nov-23	Dec-23
Baseline	20.6	20.6	20.6	63.2	63.2	63.2	25.4	25.4	25.4	61.8	61.8	61.8	171.0	171.0	171.0
Target	8.6	7.6	7.6	38.2	36.2	36.2	9.4	8.4	8.4	44.8	42.8	38.8	101.0	95.0	91.0
Actual	11.1	10.6	9.1	54.6	47.8	52.0	4.9	9.3	8.4	56.0	55.4	57.6	126.7	123.0	127.1
Variance	2.5	3.0	1.5	16.4	11.6	15.8	-4.5	0.9	0.0	11.2	12.6	18.8	25.7	28.0	36.1

NOTE: Prior period figures may change due to updated information being available on the Health Board's Dashboards, the figures reported here reflect the latest available information.

What are the Ministerial Priorities?

- Implementation of Same Day Emergency Care (SDEC) services that comply with the following:
    - Is open five days er week moving to seven days per week 12 hours per day by end of Quarter 2
    - Is accessible at key times evidenced by the emergency care demand profile of each hospital site
    - Is direct access and bypasses Emergency Departments
    - Delivers a service for at least medical and surgical same day care
    - Is accessible by Welsh Ambulance Service Trust (WAST) clinicians as set out in their clinician referral policy to support reduction in handover as set out in the six goals handbook.
    - Demonstrate utilisation of allocated resources by Welsh Government and measures impact as set out by the national programme

- Health boards must honour commitments that have been made to reduce handover waits

- Regular monthly reporting of Pathways of Care (PoC) to be introduced for 2023-24 and reduction in backlog of delayed transfers through early joint discharge planning and coordination

Increase in SDEC Activity

SDEC Attendances & Avg Hrs LOS by Date

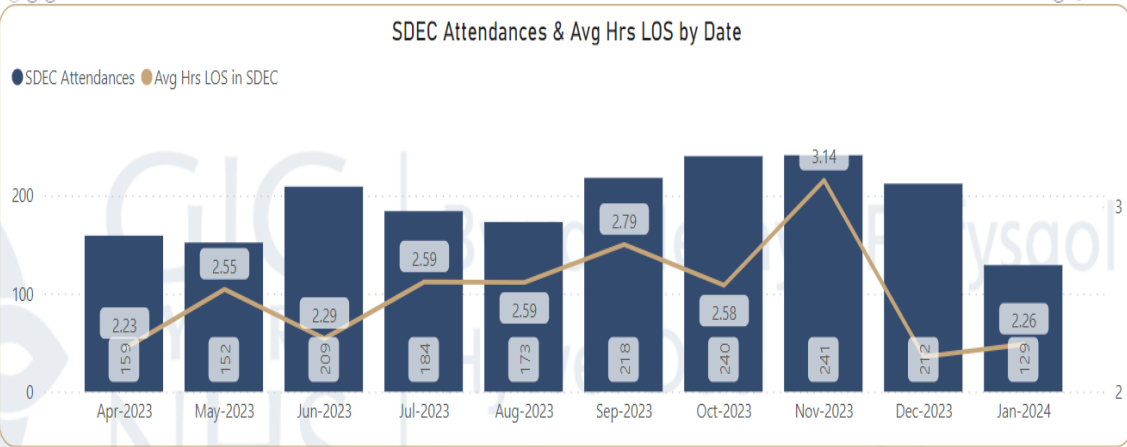● SDEC Attendances ● Avg Hrs LOS in SDEC
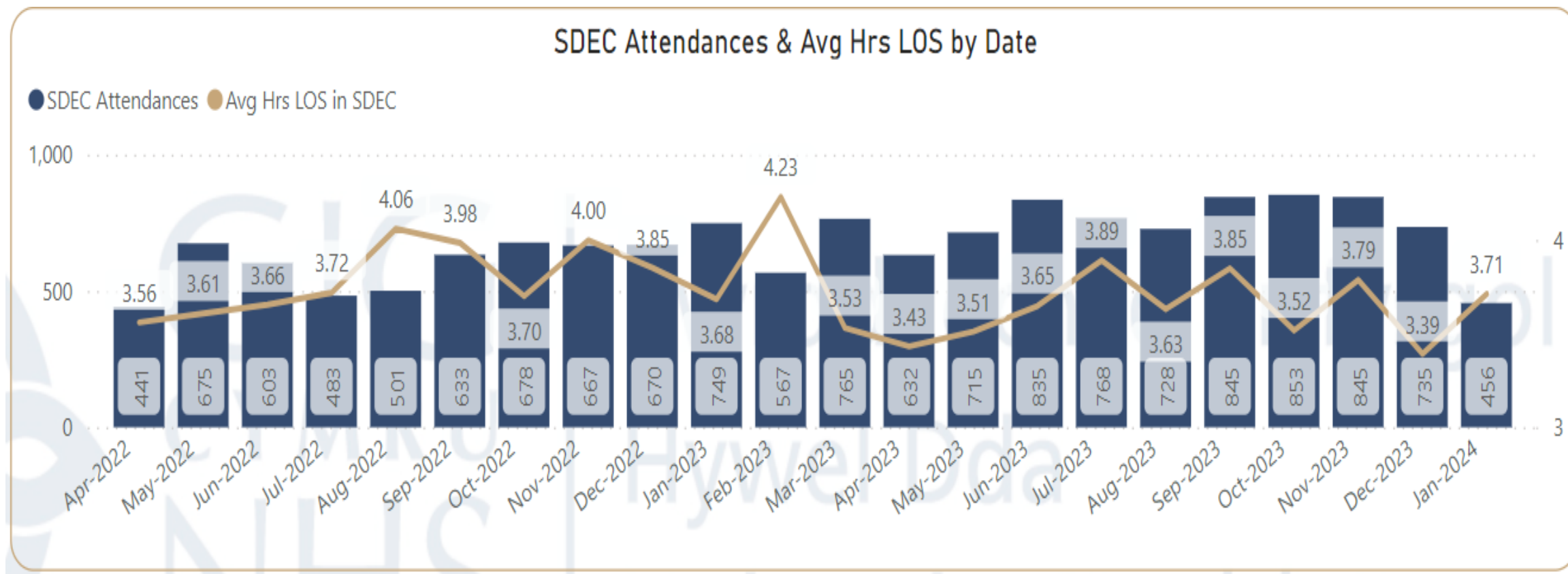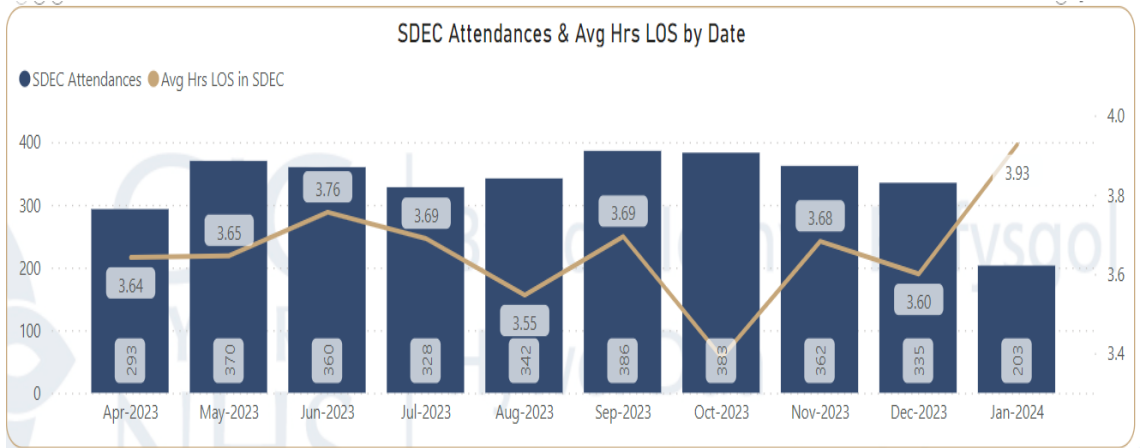
Increase in SDEC Activity

Glangwili SDEC
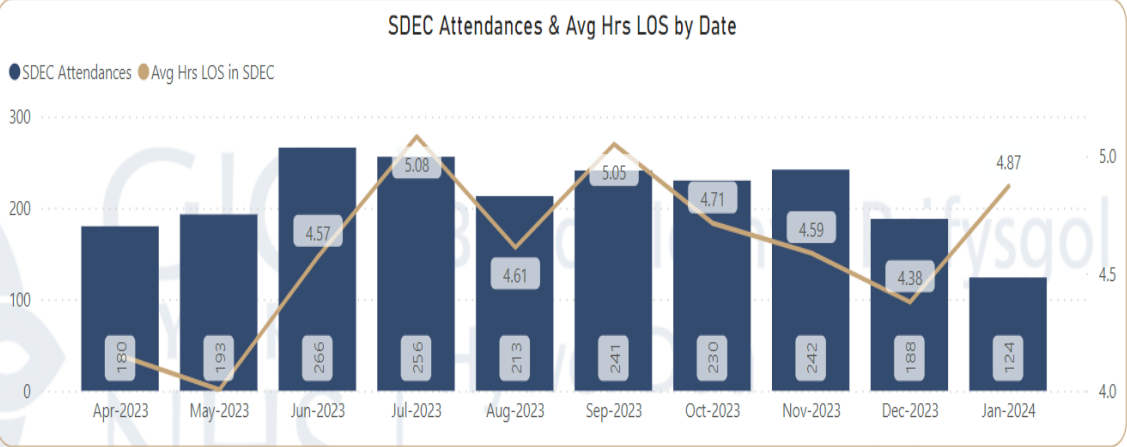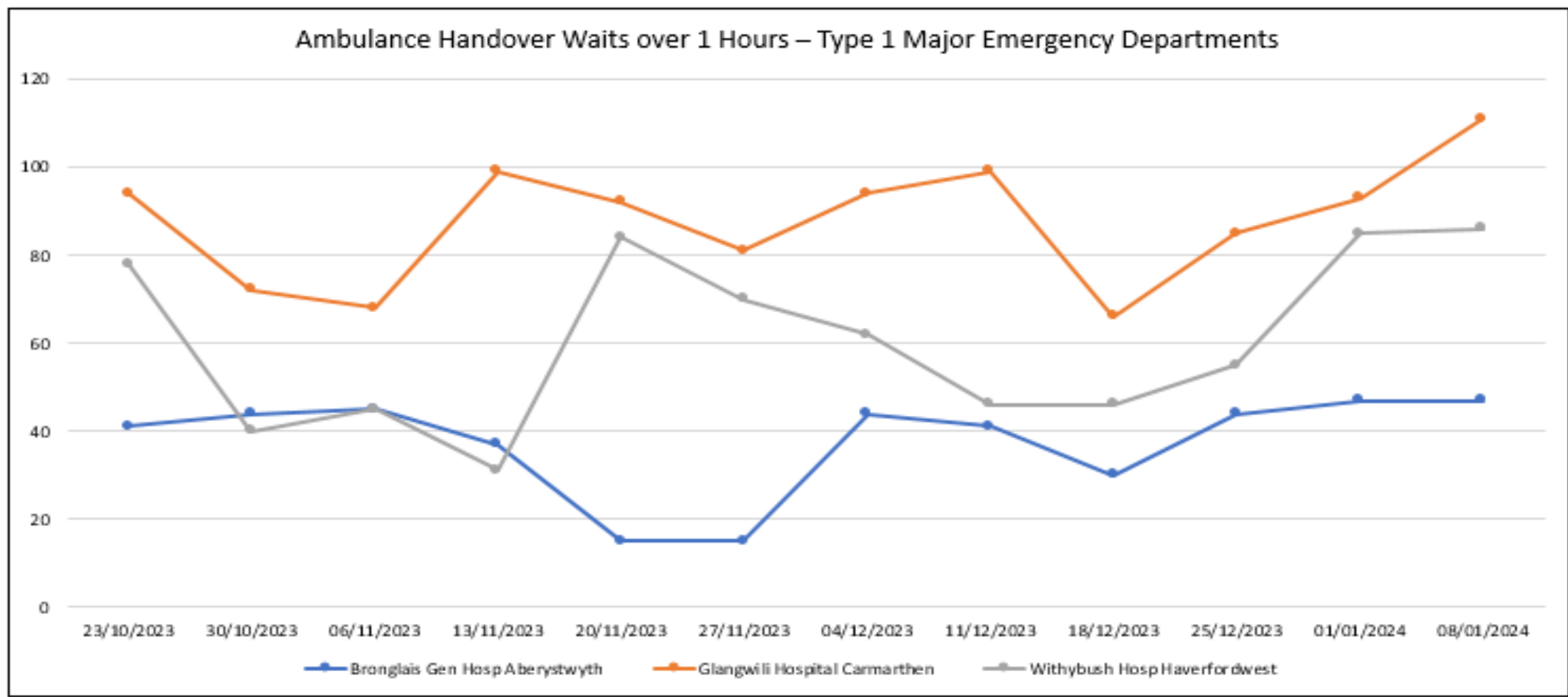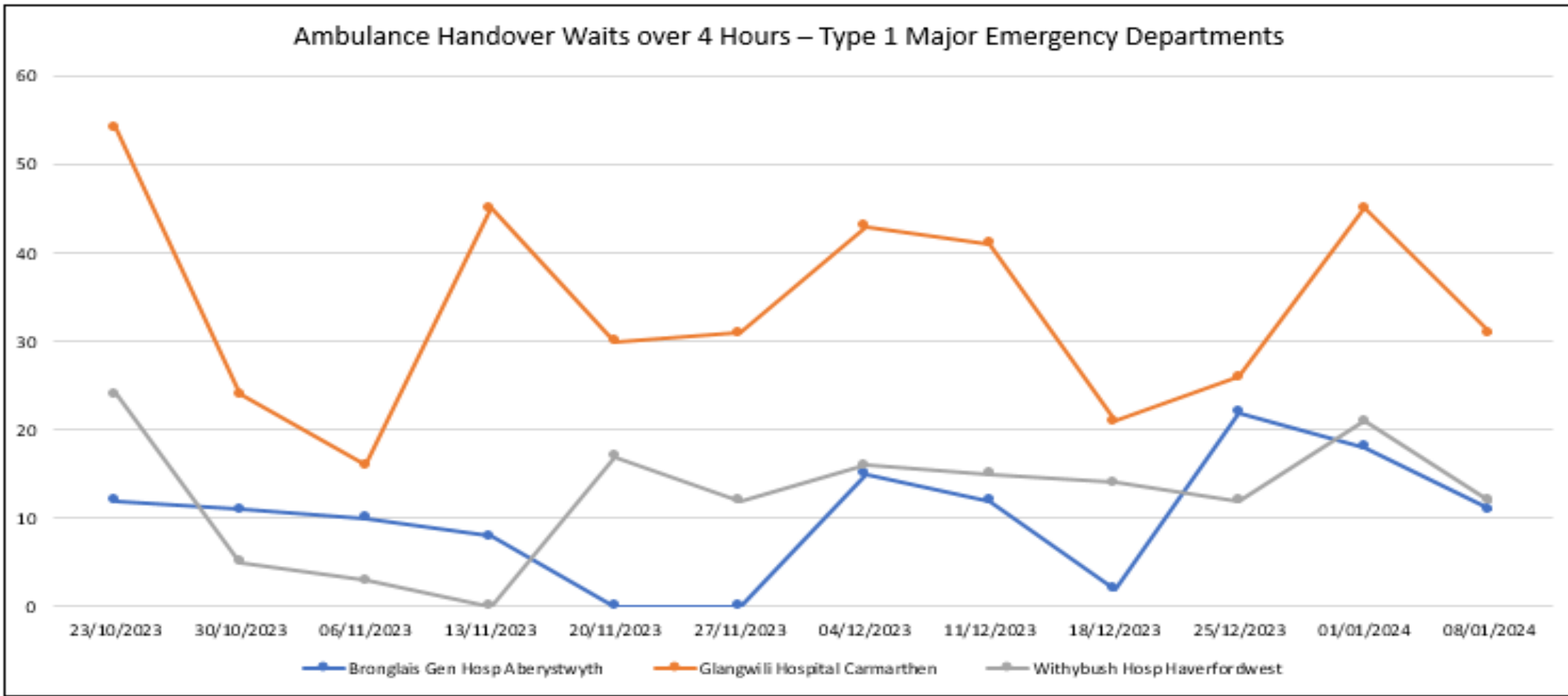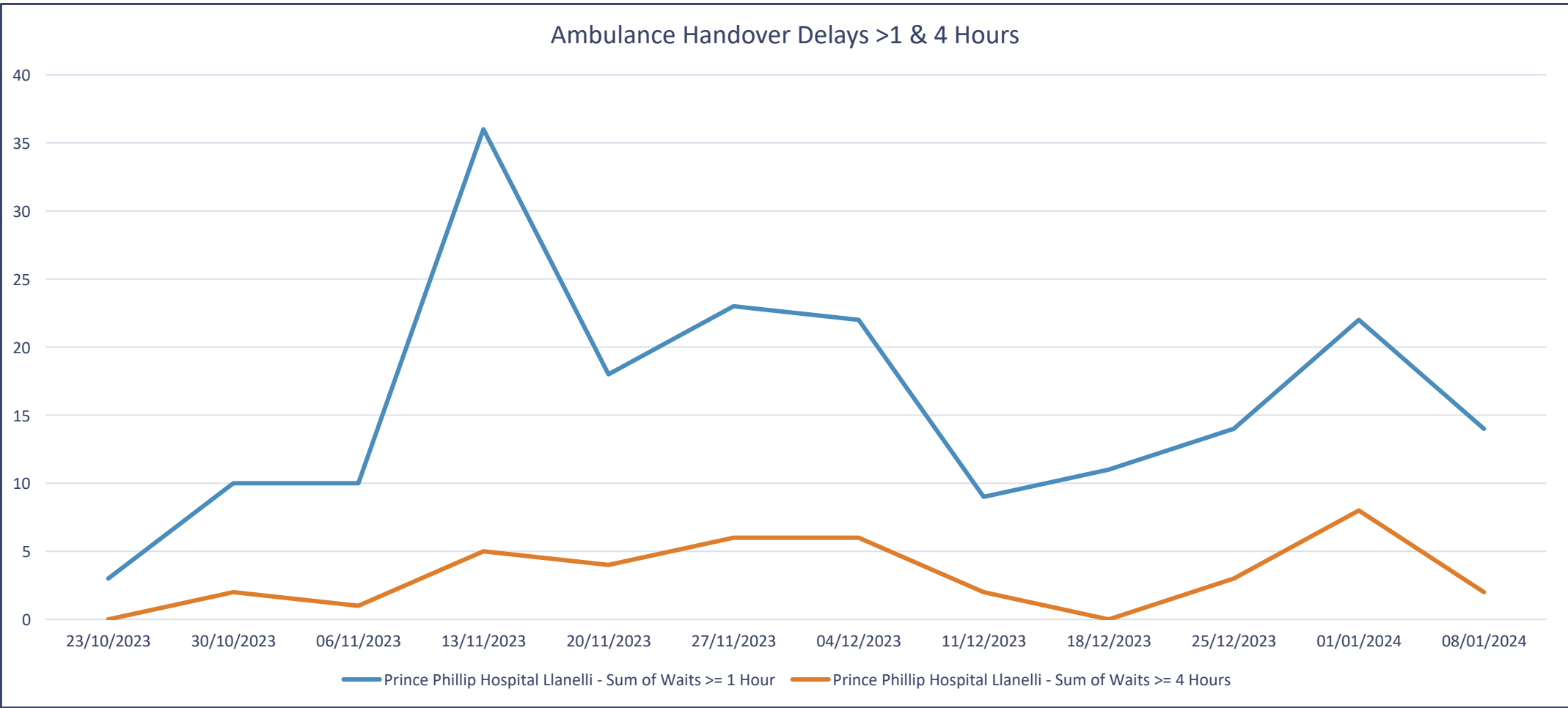

Prince Philip SDEC

Withybush SDEC

Reduction in Ambulance Handover Waits


Ambulance Handover Waits over 1 Hours – Type 1 Major Emergency Departments

Reduction in Ambulance Handover Waits

Ambulance Handover Waits over 4 Hours – Type 1 Major Emergency Departments

Reduction in Ambulance Handover Waits

Reduction in Pathway of Care Delays

HDuHB (Physical Health) Pathways of Care Delays

Reduction in Pathway of Care Delays

Reduction in Pathway of Care Delays
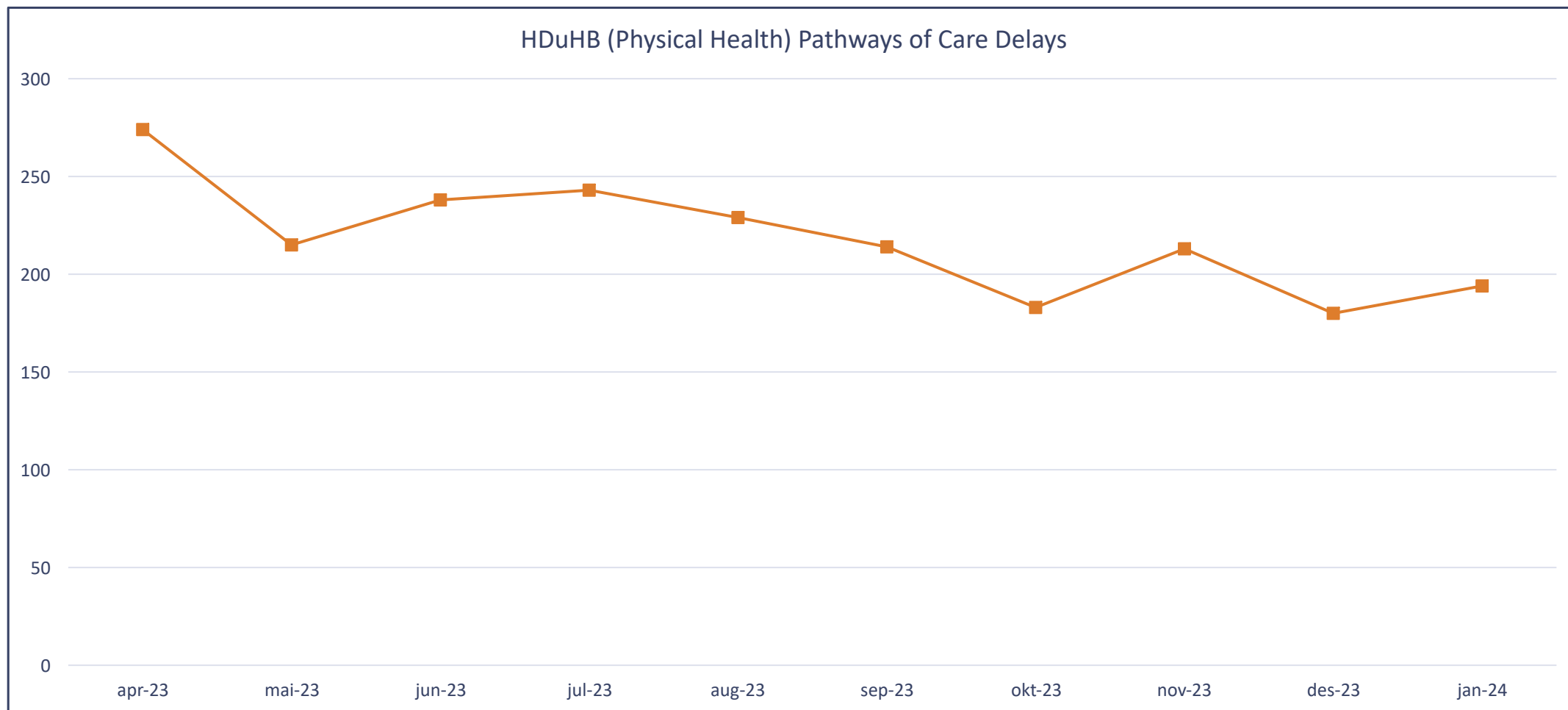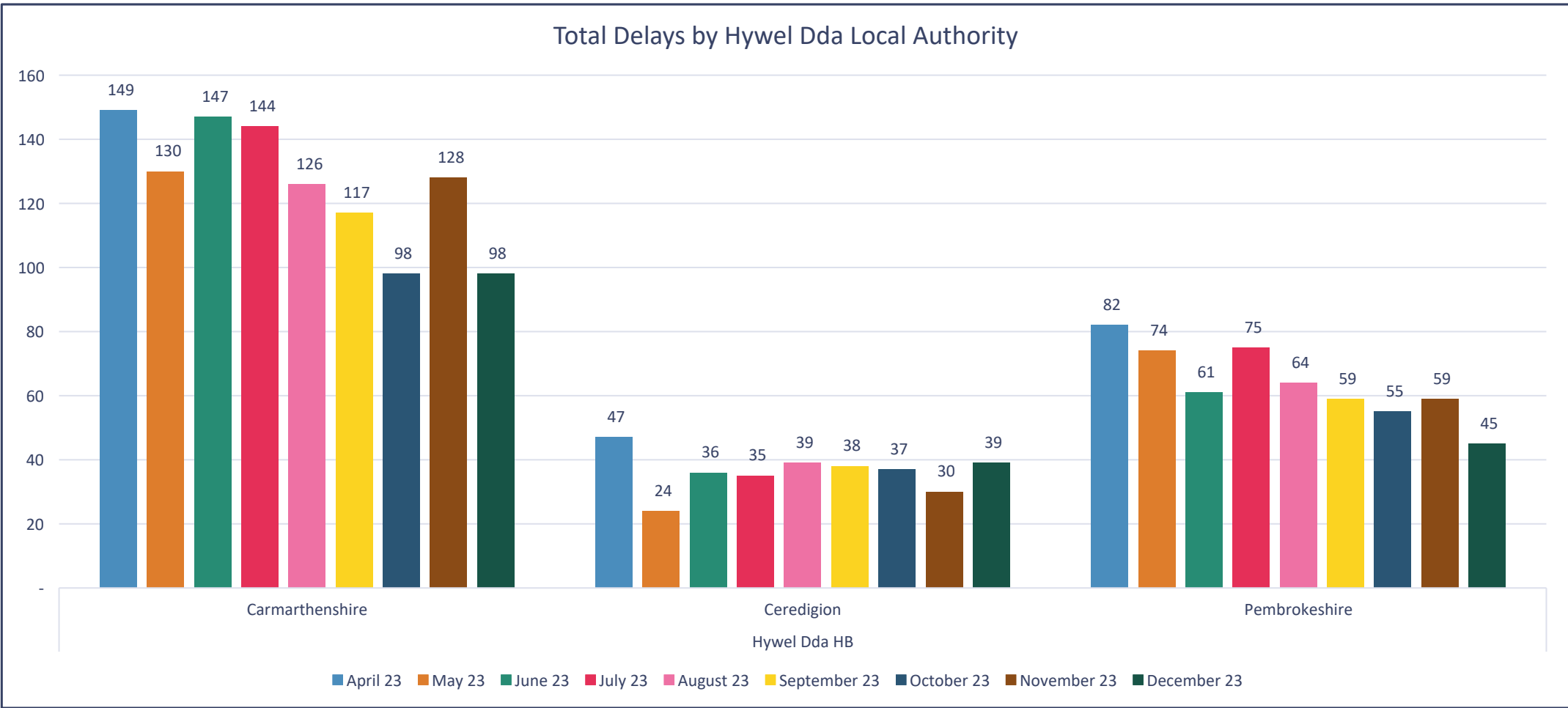
December 2023 Top Delay Reasons (10 or more delays/patients)
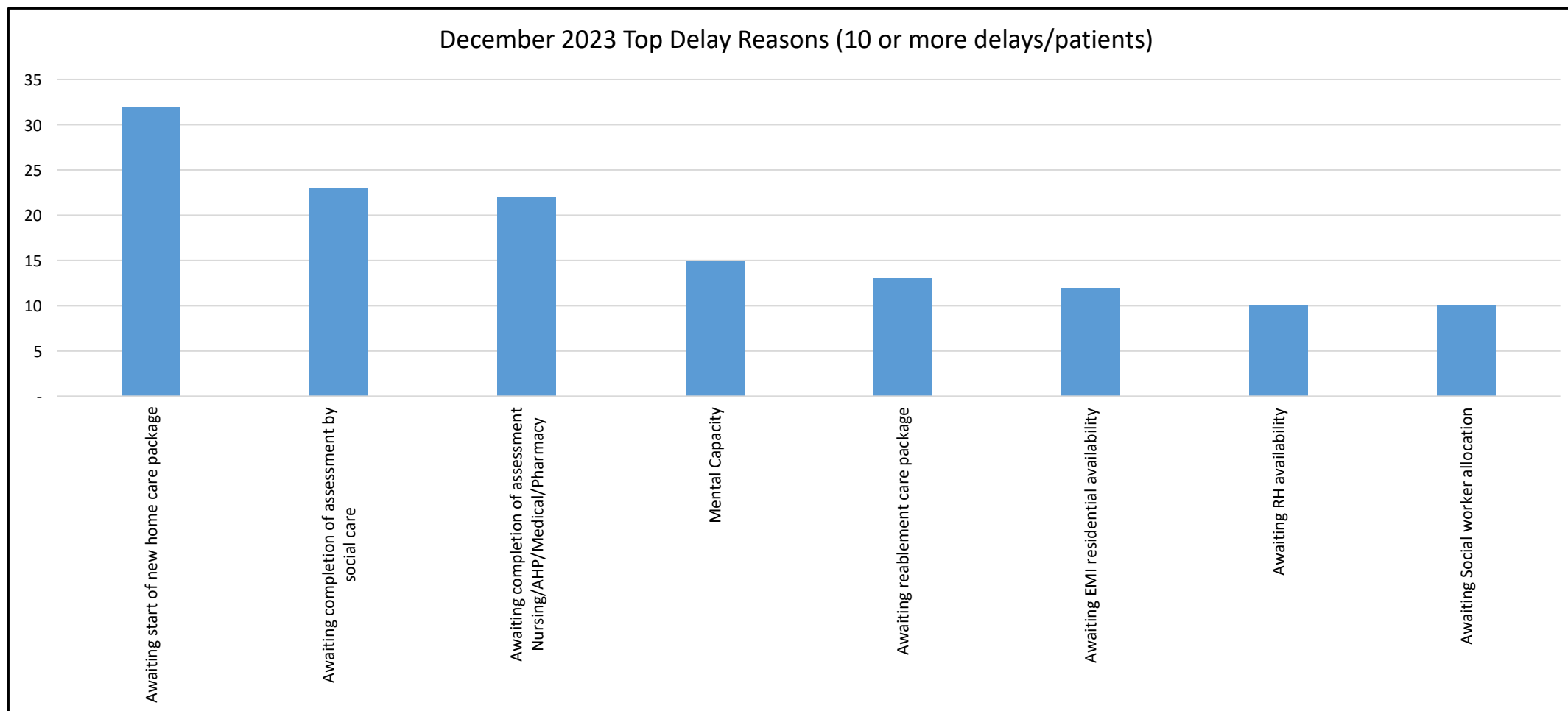
What are your take home messages for the Committee?

- For the Committee to **RECEIVE ASSURANCE** from the Urgent and Emergency Care Update.