National Unscheduled Care Programme

6 Essential Actions to Improving Patient Safety, Flow and Sustainable Performance in Unscheduled Care

March 2016
Unscheduled Care:  
6 Essential Actions to Improving Patient Safety and Flow

This brief sets out the major factors in an Action Effect Diagram – a form of driver diagram which will, when complete, include interventions, metrics and the evidence base for those interventions.

http://m.qualitysafety.bmj.com/content/23/12/1040.full
6 Essential Actions to Improving Unscheduled Care Performance

To achieve: Safe, person centred, effective care delivered to every patient, every time without unnecessary waits, delays and duplication

Improve:

By managing:

Clinically Focused and Empowered Management

Hospital Capacity and Patient Flow Realignment

Patient rather than Bed Management - Operational Performance

Medical and Surgical Processes arranged to Pull Patients from ED

7 Day Services

Ensuring Patients are Cared for in their Own Homes

Do these well:

Triumvirate Management
Clinical Leadership
Escalation
Safety, Flow Huddles

Basic Building Blocks Analysis
Bed Planning Toolkit
Workforce Capacity Toolkit
Performance Toolkit

Patient tracking through System
Admission/discharge prediction
Balance capacity & demand
Daily Dynamic Discharge

Triage to appropriate assessment
Flow through ED
Access to Senior Decision Maker
Access to Assessment/Diagnostics

Smooth variation in services
Surgical Emergency & Elective Services
Access to Diagnostics/Intervention
GP/OOH Support

Redirection/Know Who To Turn To
Shift Emergency to Urgent
Short stay assessment/Avoid admission
Discharge when fit & ready
Unscheduled Care:
6 Essential Actions to Improving Patient Safety and Flow

AIM: Improve: 6 Essential Action Key Elements Interventions Metrics

Clinically Focused and Empowered Management
- Triumvirate Management:
  - Site Director
  - Medical Lead
  - Nursing Lead

Patient and Staff Experience
- Capacity and Patient Flow Realignment
- Patient rather than Bed Management Operational Performance
- Medical and Surgical Processes
- 7 Day Services
- Ensuring Patients are Cared For in Own Homes

Patient and Staff Experience
- Clinical Leadership
- Escalation
- Safety, Flow Huddles

Locally Set Measures for Improvement
- Single Site Lead
- Clear visible management
- Balance Emergency & Elective Demands
- Manage within existing & defined resource
- Access to senior decision makers
- Improved teaching environment
- Improved recruitment/retention
- Standard Operating Procedure
- Early warning triggers of crowding
- Actions focused escalation policies
- Timely proactive review and mitigation of clinical and operational risks
- Improved Whole System working and communication

Safe and effective care delivered to every patient, every time without unnecessary waits, delays and duplication
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Safe and effective care delivered to every patient, every time without unnecessary waits, delays and duplication

Patient and Staff Experience

AIM
Improve
6 Essential Action
Key Elements
Interventions
Metrics

Clinically Focused and Empowered Management

Capacity and Patient Flow Realignment

Patient rather than Bed Management – Operational Performance

Medical and Surgical Processes

7 Day Services

Ensuring Patients are Cared For in their Own homes

Basic Building Blocks Analysis

Bed Planning Toolkit

• Understand demand of patient flow and align capacity to deal with it

• Right beds in right place

Workforce Capacity Toolkit

• Right staffing levels in right place to support flow

Performance Toolkit

• Breach Analysis by time of day, day of week by flow

Locally Set Measures for Improvement
Unscheduled Care:
6 Essential Actions to Improving Patient Safety and Flow

AIM | Improve | 6 Essential Action | Key Elements | Interventions | Metrics
--- | --- | --- | --- | --- | ---
Patient and Staff Experience | Patient rather than Bed Management – Operational Performance | Clinically Focused and Empowered Management | Patient Tracking Through System | • Electronic system linked to care area and patient movement | Metrics
| | | Capacity and Patient Flow Realignment | Admission/Discharge Prediction | • Balance of expected admissions against daily discharge by ward, unit, site | Local Set Measures for Improvement
| | | Medical and Surgical Processes | Balance Capacity & Demand | • Balance elective and unscheduled capacity/demand | |
| | | 7 Day Services | Daily Dynamic Discharge | • Planning with Local Authority | |
| | | Ensuring Patients are Cared for in Their Own Homes. | Estimated Date of Discharge or anticipated LOS ‘Golden hour’ MDT Board rounds | • Eradicate Boarding | |
| | | | Criteria Led discharge check chase challenge | • Minimise unnecessary transfers | |
| | | | | | |

Acute Quality Standards
Unscheduled Care: 6 Essential Actions to Improving Patient Safety and Flow

AIM | Improve | 6 Essential Action | Key Elements | Interventions | Metrics
---|---|---|---|---|---
Patient and Staff Experience | Medical and Surgical Processes | Clinically Focused and Empowered Hospital Management | Triage to Appropriate Assessment | GP Referral – pre hospital, 1st Triage direction | Locally Set Measures for Improvement

Capacity and Patient Flow Realignment | | Flow Through ED | | Early Decision to admit, Delegated Admission Rights |

Patient rather than Bed Management – Operational Performance | | Access to Senior Decision Makers | | GP Referred Assessment Unit, Ambulatory Care, Frail Elderly Pathway, Minor Injury Unit |

7 Day Services | | Access to Assessment/Diagnostics | | Prompt access to diagnostics IP/OPD, Medicines Management |

Ensuring Patients are Cared for in Their Own Homes | | | | Acute Quality Standards |
Unscheduled Care:
6 Essential Actions to Improving Patient Safety and Flow

AIM

Patient and Staff Experience

Safe and effective care delivered to every patient, every time without unnecessary waits, delays and Duplication

7 Day Services

Ensuring Patients are Cared for in Their Own Homes

Capacity and Patient Flow Realignment

Medical and Surgical Processes arranged

Clinically Focused and Empowered Management

Patient rather than Bed Management - Operational Performance

Key Elements

Smooth variation in services

Surgical Emergency & Elective Services

Access to diagnostics and intervention

GP/ OOH Support

Interventions

Availability of: Portering Cleaning Transport

Smoothing elective and day case pathway

AHP
Pharmacy
Healthcare Scientist
Clinical review

Metrics

Locally Set Measures for Improvement

Acute Quality Standards
Unscheduled Care:
6 Essential Actions to Improving Patient Safety and Flow

<table>
<thead>
<tr>
<th>AIM</th>
<th>Improve</th>
<th>6 Essential Action</th>
<th>Key Elements</th>
<th>Interventions</th>
<th>Metrics</th>
<th>Locally Set Measures for Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safe and effective care delivered to every patient, every time without unnecessary waits, delays and Duplication</td>
<td>Patient and Staff Experience</td>
<td>Clinically Focused and Empowered Hospital Management</td>
<td>Redirection / Know Who to Turn To</td>
<td>• Access to most appropriate healthcare provider</td>
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<tr>
<td></td>
<td></td>
<td>Capacity and Patient Flow Realignment</td>
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<td>• Access to timely diagnostics, assessment, review</td>
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<td></td>
<td>Patient Rather than Bed Management – Operational Performance</td>
<td>Short Stay Assessment/ Avoid Admission</td>
<td>• Ambulatory Care/ Clinical Decision Unit</td>
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<td></td>
<td></td>
<td>Medical And Surgical Processes</td>
<td>Discharge when fit and ready</td>
<td>• Frail elderly Assessment</td>
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<td></td>
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<td>7 day services</td>
<td></td>
<td>• Mental Health Provision</td>
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<td>Ensuring Patients are Cared for in Their Own Homes</td>
<td></td>
<td>• Care Closer to Home</td>
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<td>• Avoid delayed discharge</td>
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<td>• Discharge Hub</td>
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Locally Set Measures for Improvement