

STANDARD 2
TIME TO FIRST
CONSULTANT
REVIEW

ENABLING
SEVEN DAY
SERVICES

STANDARD 3
MULTI-
DISCIPLINARY
TEAM REVIEW

STANDARD 9
TRANSFER TO
COMMUNITY,
PRIMARY &
SOCIAL CARE



NHS
England

SEVEN DAY SERVICES CASE STUDY

OCTOBER 2015

Gloucestershire NHS Foundation Trust, Gloucestershire Clinical Commissioning Group and Gloucestershire Care Services NHS Trust

System wide engagement with commissioners and providers to achieve seven day consultant delivered care

AT A GLANCE:

- Chief executives of providers and commissioner organisations in Gloucestershire have been driving the achievement of the seven day service clinical standards, from executive to clinician, via a county wide steering group.
- Early engagement with clinicians has created a 'willing culture' of staff to try to work differently, not always through additional resource.
- Piloting of new ways of working in respiratory medicine, between the community and acute hospital providers, has already led to an average reduction in length of hospital stay by two days, in 2015 compared to 2014, as a result of implementing earlier seven day consultant review, and community nurses attending board multidisciplinary team (MDT) rounds seven days a week.

Gloucestershire Hospitals NHS Foundation Trust (GHNFT) has worked collaboratively with Gloucestershire Clinical Commissioning Group (GCCG) and providers in the health and care system, to raise awareness of the seven day agenda, develop a shared vision and prioritise improvements and utilise existing resources prior to the development of any new business cases. GFT recognised the need to work as a 'whole system' and engineered a county wide seven day steering group.

How the improvements were made

In April 2014 a Gloucestershire wide seven day health and social care steering group was formed which meets quarterly. The steering group developed a shared vision for the seven day agenda via a facilitated workshop with executive leaders across the system. Operational working groups were formed and tasked to develop systems to baseline against the clinical standards, identify and pilot seven day initiatives. This included a pilot of seven day integrated respiratory pathways of care to improve discharges at weekends.

The challenge is to deliver improved services in an efficient and effective manner and not simply add resources to existing processes.

Bob Pearce
Deputy Director of Service Delivery

All business cases for increasing the workforce now have to be agreed by the GNFT seven day project board and demonstrate evidence of internal strategies for improvement using existing resources. Corporate project management support was used to educate each directorate in the interpretation of clinical standards. Website and newsletter communications, plus a staff survey, were used to raise awareness of the seven day agenda and suggest improvement in practices. An electronic and paper proforma was designed to aid clinical leads and staff in each department to complete a self-assessment against all 10 standards to identify gaps and improvement plans. Project support staff visited each department to validate their self-assessment information. Information was centrally collated and rated as to whether the standard was met, partially met or not achieved (Red, Amber, and Green – RAG-status) and signed off by all clinical leads, general managers and nurse leads. Each directorate provides monthly updates on their progress against the clinical standards. Seven day service progress and plans is a standing agenda item on corporate and local directorate meetings.

As a result of the respiratory seven day consultant and respiratory nursing pilot, GFT are transferring the learning to other specialities and testing out the impact of having ward clerks on the wards at weekends.

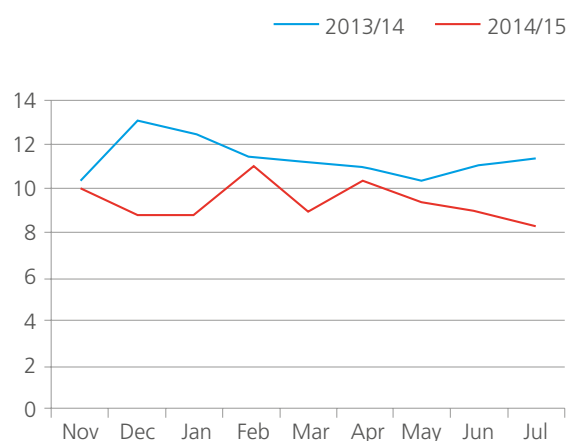
What was achieved?

- A system wide health and social care governance structure and implementation plan to improve seven day services.
- Development of an integrated vision for seven day services by the chief executives across the system with agreed priorities for implementation.
- Effective engagement of clinical staff and local departmental ownership of seven day service improvement plans to meet the clinical standards at GHNFT.
- A set of agreed metrics including weekend discharge rates, mortality rates, non-elective admissions, and patient experience of out of hours care.
- GCCG provided pilot funding for an extra respiratory consultant to carry out weekend ward rounds and improve time to consultant review in the emergency department and assessment areas.
- The community nursing team analysed working activities and freed up capacity to attend the hospital board rounds seven days a week to improve discharge of patients at weekends.

What was the impact?

- A reduction in average length of stay of patients on the respiratory wards by two days from November to July in 2015 compared to the same period in 2014.

Seven Day Services Respiratory Pilot Length of Stay – November 2013–July 2015



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TOP TIPS

- Communicate with all stakeholders across the health and social care system early on – creating buy in is crucial.
- Make seven days services a standing agenda item at all levels of the organisation.
- Focus on the clinical standards that can make the most clinical gain, this may be different for each specialty.
- Demonstrate evidence of efficient use of existing resources prior to submission of business cases for additional resource.
- Develop key performance indicators and a dashboard to measure progress against the standards and provide evidence to support the development of business cases if needed.