

STANDARD 6
ACCESS TO
KEY SERVICES/
INTERVENTIONS

STANDARD 8
ONGOING
REVIEW



NHS
England

SEVEN DAY SERVICES CASE STUDY

MAY 2015

Papworth Hospital NHS Foundation Trust

Seven Day Elective Cardiac Surgery

AT A GLANCE:

- Papworth Hospitals Foundation NHS Trust has implemented a seven day service for elective cardiac surgery.
- Strong staff engagement was a supporting driver for change and identified which of the surgical procedures were most essential to be provided over seven days.
- Workforce challenges were addressed through a network and partnership approach.
- Cardiac surgery capacity has been increased and waiting times for surgery have reduced by just over 50%.

Having already developed seven day cardiac physiology services for patients needing urgent cardiac interventions, Papworth Hospitals Foundation NHS Trust has now implemented a seven day service for elective cardiac surgery. This service includes coronary artery bypass grafting, aortic valve replacement, mitral valve surgery and arrhythmia surgery.

The increased availability of weekend services aimed to improve the flow through critical care by increasing capacity and reducing the variations in mortality, post-operative complications and delays in treatment that are associated with increased waiting lists. Additional financial investment was made to enable the implementation of the weekend service.

How the improvements were made

Analysis of the demand on the service and its capacity to meet this demand was used to help understand how services could be delivered to support and improve waiting times for elective cardiac patients, seven days a week. A whole-system approach with joint commissioning and co-location of clinical staff was used which has helped to develop an effective working partnership.

An emerging theme from Cambridgeshire wide patient surveys identified that access to services was the number one priority for people living in the area, which reinforced the design principle for delivering seven day services.

Planning and engagement workshops were held with a wide range of staff including the cardiac surgical team, theatre teams, perfusion staff, radiology, allied health professionals, anaesthetists and pathology staff. As a result of this strong staff engagement, clinicians were able to prioritise which of the services currently provided were most essential over seven days.

For advice and support on seven day services,
contact us at: england.si-7ds-support@nhs.net

The team demonstrated a commitment to developing a holistic vision for seven day services and this enabled them to identify the additional resources and capacity needed to support the delivery of safe and effective services.

Ongoing competency training for staff has successfully facilitated the development of additional roles and shared cover for the critical care unit. Despite challenging recruitment issues, the unit was able to provide services across seven days.

A hybrid model was developed based on a rotational cycle of anaesthetists and intensive care medical staff and has been successful in addressing the seven day workforce issues, although the drive for recruitment is continuous.

Patient selective appointments were offered to help address the potential hospital accessibility problems posed by the remote and rural location of the hospital, with consideration to the frail and elderly patients.

What was achieved

The robust leadership and senior staff presence has developed a strong culture of staff engagement and ownership. Staff have worked together to develop rota systems and new ways of working. Role modelling from senior staff at weekends sends a convincing message that this is a whole team approach.

- Theatre lists at the weekend are supported by consultant delivered care in theatres.
- The unit has developed a whole system approach to ensure consistent patient care and reduce variation. There is now extended provision within three of the five theatres operating from 8am to 8pm Monday to Thursday.

GETTING IT RIGHT

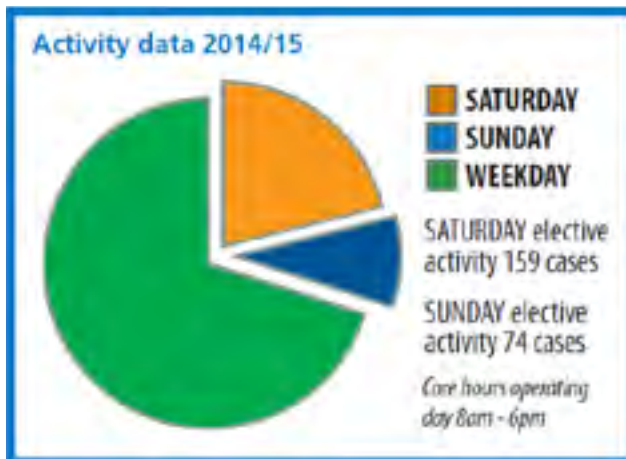
- Patient focus is key
- Robust leadership and strong team culture engenders ownership and commitment to find solutions
- Financial investment is critical to sustaining progress
- Connections and partnerships are critical in delivering effective seven day services
- A whole systems approach has to be developed; improving the service for elective patients impacts positively on all patients in the system.

- The service now operates from 8am until 6pm at weekends, providing two elective theatres on a Saturday and one theatre on a Sunday that is dedicated to elective patients.
- There is a commitment to use permanent staff to cover gaps where possible and the drive for recruitment remains a priority.
- The delivery of a seven day service for elective cardiac surgery has not compromised emergency care provision in any way

What was the impact

Inpatients and outpatients now have more timely access to cardiac surgery seven days a week.

Key performance indicators show a reduction in patient harms including serious incidents, drug errors and pressure ulcers; these improvements have been consistently achieved.



The team has been able to see an additional 90 cases in one year which has effectively reduced the waiting lists for cardiac patients and improved flows through critical care as a result of this increased capacity.

The number of people on the elective cardiac surgery waiting list has reduced from 556 patients in April 2014 to 288 by January 2015.



Activity levels continue to increase and the team has been able to treat approximately 86 Sunday cases and 300 Saturday cases since the start of the improvements.

Contact

Maggie Maxwell, Assistant Director of Operations, Clinical and Diagnostic Services
Papworth Hospitals NHS Foundation Trust
maggie.maxwell@papworth.nhs.uk