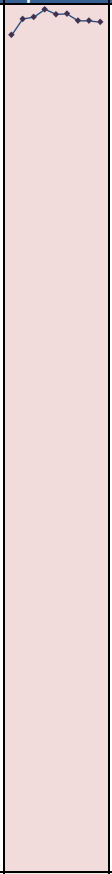
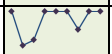
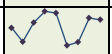
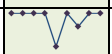
Ashford and St. Peter's Hospitals NHS
NHS Foundation Trust

COUNCIL OF GOVERNORS
1st December 2015

TITLE	**A&E Report (including Performance)**
EXECUTIVE SUMMARY	This report provides a full performance update including special reference to A&E including the Urgent Care Recovery Plan.
The Council is asked to:	Discuss the report
Submitted by:	Bob Peet, Chief Operating Officer
Date:	December 2015
Decision	For discussion

MONITOR - OCTOBER 2015 PERFORMANCE UPDATE

Domain	Standard	Compliance threshold	Q4 14/15	Q1 15/16	Q2 15/16	Sep	Monthly Sparkline	Oct	Performance Issues	Nov (est)
A&E	Maximum waiting time of **four hours** from arrival to admission/transfer/discharge	95%	92.1% ☒	93.3% ☒	92.2% ☒	91.7% ☒		91.4% ☒	**A&E Monitor Performance** was recorded at 91.4%, with SPH site performance recorded at 88.3%, which was 6.7% under the recovery trajectory target. During October we saw high levels of admissions creating significant patient flow issues and consequential impact on A&E 4hr compliance. Overall monthly attendance compared to October 2014 generally remained static, although admissions have increased by 2 additional per day compared to Oct 2014 and 8 additional every day compared to Oct 2013. An extensive **Urgent Care Improvement Programme** is underway to expedite patient care, signposting and efficient treatment. The recovery plan is comprehensive and has been developed across the system with all partners. Our analysis of the causes of breaches and of the implementation of the recovery plan to date indicates that efforts to enable the system to achieve the 4hr standard should now be focused in the following areas; • Reducing Length of Stay and Improving Internal Patient Flow • Reducing Demand, and • Right- Sizing Bedded and Non-Bedded Capacity within the Trust and Community The **Urgent Care Recovery Plan Exception Report** includes the analysis and recommendations for ongoing improvement which is included as **Appendix A**. The Trust with system partners have been expediting interim measures to create discharges and available assessment bed capacity on a daily basis to support patient flow and reduce overnight DTA's within A&E. The Trust has also been working with CCG and system providers agreeing 2015/16 winter resilience measures. Please see the separate Winter Plan Summary which outlines the delivery and escalation requirements to ensure effective service provision during the winter period.	☒
RTT	Maximum time of **18 weeks** from point of referral to treatment in aggregate **(INCOMPLETE PATHWAYS)**	92%	95.3% ☑	96.4% ☑	96.0% ☑	96.4% ☑		96.1% ☑	**The Trust remained compliant for October at 96.1%.** **All specialties achieved compliance.** Following the revision of the RTT standards earlier this year, the Trust is now only required to maintain compliance against the 92% Incomplete pathway standard. As a result, the primary risk to RTT performance is a persistent growth in incomplete pathways over 18 weeks (backlog) & impact of non-elective winter demand which is discussed in more detail in the 'RTT - Forward View' section.	☑

Domain	Standard		Compliance threshold	Q4 14/15	Q1 15/16	Q2 15/16	Sep	Monthly Sparkline	Oct	Performance Issues	Nov (est)
CANCER	Cancer: two week wait from referral to date first seen	All urgent referrals	93%	91.0% ☒	93.9% ☑	93.8% ☑	93.7% ☑		97.2% ☑	**The Trust remained compliant for October at 97.2%.** The Trust remains compliant although patient choice to be seen after 14 days remains a significant risk with all October's breaches due to this. Work continues with the CCG GP cancer lead to improve patient information in GP Surgeries in an attempt to mitigate this issue.	☑
		Symptomatic breast patients	93%	95.5% ☑	94.7% ☑	95.5% ☑	93.5% ☑		97.0% ☑	**The Trust remained compliant for October at 97.0%.** All recorded breaches were as a result of patients choosing to be seen after 14 days from referral. Work continues with the CCG GP cancer lead to improve patient information in GP Surgeries in an attempt to mitigate this issue.	☑
CANCER	All cancers: 31-day wait from diagnosis to first treatment		96%	99.1% ☑	97.3% ☑	98.9% ☑	99.0% ☑		100% ☑	**The Trust remained compliant for October at 100%.**	☑
CANCER	All cancers: 31-day wait for second or subsequent treatment	Surgery	94%	86.8% ☒	100% ☑	97.1% ☑	100% ☑		100% ☑	n/a	☑
		Drug Treatment	98%	100% ☑	100% ☑	100% ☑	100% ☑		100% ☑	n/a	☑
		Radiotherapy	94%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	☑
CANCER	All cancers: 62-day wait for first treatment	Urgent GP referral for suspected cancer	85%	76.9% ☒	88.5% ☑	81.3% ☒	87.0% ☑		86.2% ☑	**The Trust recorded a compliant (& ahead of recovery trajectory) performance for October at 86.2%**. Following the exceptionally high number of treatments during Q1 and Q2, we have seen a reduction in demand during October. As part of the Trust's Cancer Recovery Action Plan, the root causes of breaches against the 62 day standard have been fully analysed with improvement activities at the Trust & with tertiary partners scheduled to deliver sustainable improvement & resilience in ongoing achievement of this standard.	☑
		NHS Cancer Screening Service referral	90%	100% ☑	90.0% ☑	95.8% ☑	100% ☑		100% ☑	n/a	☑

A&E PERFORMANCE UPDATE

					Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Sparkline
A&E	A&E	INPUTS	Attendances	**Total**	**7795**	**8064**	**7610**	**7859**	**8312**	
				Avg Att per day	*260*	*260*	*245*	*262*	*268*	
			Admissions	**Total**	**1804**	**1867**	**1920**	**1906**	**1993**	
				Avg Adm per day	*60*	*60*	*62*	*64*	*64*	
		CONTROLS	Breaches	**Total**	**859**	**857**	**995**	**1022**	**1130**	
			% Breaches late Specialty	**Total**	**23.9%**	**17.4%**	**30.3%**	**18.6%**	**26.5%**	
			% Breaches late Dr/ENP	**Total**	**2.5%**	**2.5%**	**4.2%**	**5.0%**	**5.0%**	
			Number of Breaches by Minors	**Total**	**85**	**111**	**103**	**139**	**126**	
			Delay Transfers of Care	**Total**	**817**	**527**	**622**	**510**	**537**	
			Complex Discharges	**Total**	**1099**	**1041**	**920**	**862**	**944**	
		OUTPUTS	A&E 4hr Performance % (Monitor)	**Total**	**93.09%**	**93.21%**	**91.65%**	**91.65%**	**91.36%**	
			A&E 4hr Performance % (St Peters)	**Total**	**88.99%**	**89.37%**	**86.91%**	**87.00%**	**86.41%**	

Performance:

The Trust missed the 4 hour A&E CCG contract standard in October with St Peters site A&E, GUM & EPU performance recorded at 88.3% [Monitor performance (inc Ashford) = 91.4%] which was 6.7% below the 95.0% recovery trajectory for October.

Total attendances in October (at 8,312) were higher than September (at 7,859) although remained comparable to October last year (8,190).

	Additional Attendances 2015 vs 2014 (Age Group)				
	0-15	16-59	60-74	75+	Grand Total
Apr	-1.4%	3.3%	-9.8%	2.6%	0.4%
May	-5.8%	-3.6%	-8.8%	-0.9%	-4.3%
June	-6.2%	-5.5%	-1.3%	9.4%	-2.8%
July	-9.8%	-2.5%	-1.5%	-1.1%	-3.8%
August	2.5%	-2.0%	0.4%	2.1%	-0.2%
September	0.3%	-1.7%	3.9%	11.2%	1.6%
October	4.0%	1.1%	3.0%	-1.8%	1.5%
Grand Total	-2.6%	-1.6%	-2.2%	2.8%	-1.1%

	Additional Attendances 2015 vs 2014 (Age Group)				
	0-15	16-59	60-74	75+	Grand Total
Apr	-24	116	-95	36	33
May	-111	-144	-93	-13	-361
June	-113	-218	-12	121	-222
July	-184	-102	-15	-16	-317
August	33	-79	4	30	-12
September	6	-62	34	147	125
October	77	44	28	-27	122
Grand Total	-316	-445	-149	278	-632

The 0-15 age group and 75+yr age groups still have the highest YTD increases at 10.3% and 4.4% respectively, with an overall 3.4% (439 patients) increase in admissions compared to this point last year and 8.0% (1067 patients) increase in admissions compared to FY2013.

	Additional Admissions 2015 vs 2014 (Age Group)				
	0-15	16-59	60-74	75+	Grand Total
Apr	0.5%	-0.9%	-9.3%	4.2%	-0.1%
May	7.1%	7.9%	3.2%	6.9%	6.6%
June	31.6%	-12.5%	-6.8%	9.0%	1.9%
July	3.6%	-3.2%	3.7%	2.0%	0.9%
August	32.5%	5.0%	7.6%	1.5%	6.4%
September	7.2%	-2.7%	14.9%	4.8%	4.6%
October	0.3%	5.8%	4.6%	2.5%	3.4%
Grand Total	10.3%	-0.2%	2.4%	4.4%	3.4%

	Additional Admissions 2015 vs 2014 (Age Group)				
	0-15	16-59	60-74	75+	Grand Total
Apr	1	-5	-30	33	-1
May	17	41	10	55	123
June	59	-69	-21	65	34
July	7	-18	11	16	16
August	53	26	24	12	115
September	18	-14	44	37	85
October	1	30	15	21	67
Grand Total	156	-9	53	239	439

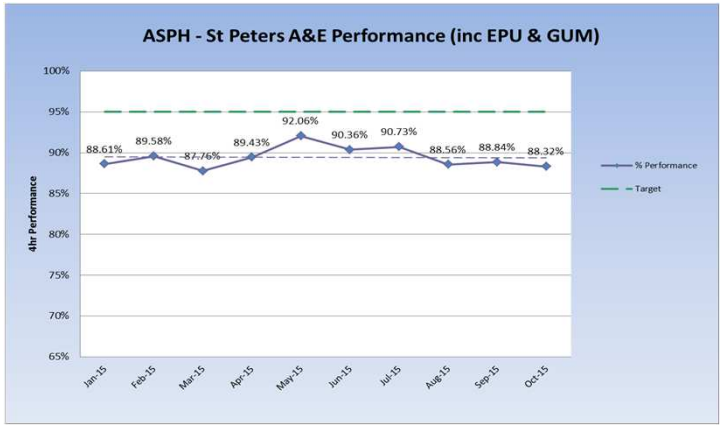
The level of attendances & admissions during FY2014 created a significant challenge achieving 95% A&E compliance with the Trust having only achieved this once at the St Peter's site during April 2014.

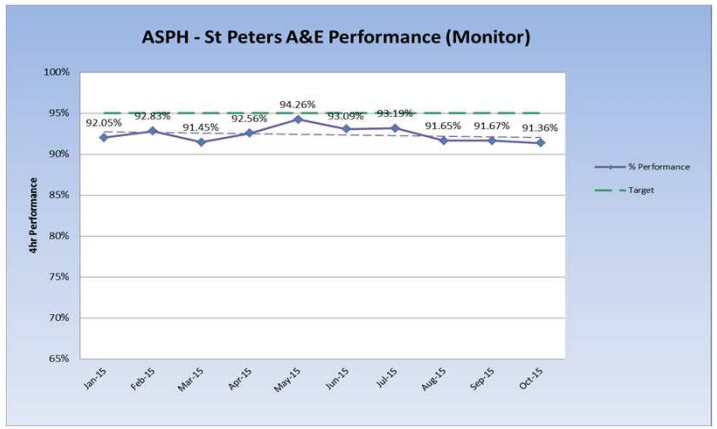
Performance:

A&E Attendances					
Month	2015	2014	*Daily Var 2014*	2013	*Daily Var 2013*
Apr	7630	7596	***1***	7783	***-5***
May	8030	8392	***-12***	7868	***5***
Jun	7795	8017	***-7***	7658	***5***
Jul	8064	8381	***-10***	8109	***-2***
Aug	7601	7613	***0***	7611	***0***
Sep	7859	7732	***4***	7525	***11***
Oct	8312	8190	***4***	7759	***18***

A&E Admissions					
Month	2015	2014	*Daily Var 2014*	2013	*Daily Var 2013*
Apr	1847	1850	***0***	1732	***4***
May	1946	1865	***3***	1742	***7***
Jun	1798	1770	***1***	1755	***1***
Jul	1855	1851	***0***	1810	***1***
Aug	1877	1791	***3***	1741	***4***
Sep	1905	1839	***2***	1727	***6***
Oct	1993	1959	***1***	1790	***7***

Comparing FY2015 A&E attendances to FY2013 confirms a generally static overall demand attending the department, however when comparing admissions via A&E FY2015 versus FY2013 confirms the ongoing and increasing shift in acuity and frailty continuing over the 2 year period. We have seen peaks on average of 7 additional patients (during May & October) and 6 additional patients (during September) needing to be admitted every day during these months (equivalent to a requirement of 49 and 42 additional beds respectively).





Performance:

Elective Procedure Cancellations due to Non-Elective Demand

The table below identifies the number of patient cancellations recorded last financial year (2014/15) due to non-elective bed pressures where elective procedures were required to be postponed due to no bed availability. A minor amount occurred during the months August through to November with peaks at 81 patient cancellations during December 2014 and 62 in January 2015.

Cancellations (no beds)	FY2014/15					
Specialty	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015
Breast Surgery				1	2	2
Colo-Rectal					6	3
Obstetrics and Gynaecology				1	18	9
Maxillofacial and Oral Surgery						
Radiology		1	1		1	
Trauma and Orthopaedics		2	3		6	25
Upper GI			2		6	5
Urology		2		2	38	12
Vascular Surgery	1	3		1	4	6
	1	**8**	**6**	**5**	**81**	**62**

Cancellations recorded during this financial year (2015/16) for the same criteria are increasing much earlier during the winter period than last year with 15 patients cancelled during September and 33 during October.

Cancellations (no bed)	FY2015/16					
Specialty	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016
Breast Surgery						
Colo-Rectal		2	4			
Obstetrics and Gynaecology	1		8			
Maxillofacial and Oral Surgery		1				
Radiology		1	4			
Trauma and Orthopaedics	2	7	9			
Upper GI		2	6			
Urology			2			
Vascular Surgery		2				
	3	**15**	**33**			

The Trust is seeking NHSE approved outsourcing to provide mitigation over the winter period to reduce the number of short term cancellations.

Overnight Waits in the Accident and Emergency Department

Although the Trust has seen an improvement in the non-elective length of stay from an average of 7.25 days during April down to 6.35 days for September (October's LoS remains to be validated) the increased level of admissions continues to cause patient flow issues through the hospital creating a backlog within A&E. This is evidenced by the number of patients waiting in A&E overnight with a decision to admit (DTA).

On 27 days during October, the Trust recorded DTA patients waiting in A&E overnight, where on 17 days at least over 5 were waiting to be transferred (average 11 patients) and on 2 occasions, 20 patients were waiting in A&E at 8am to be transferred to ward beds.

Ambulance Handover Delays

When the hospital experiences patient flow issues A&E can become congested which causes delays in handing patients over from the care of ambulance crews to that of the Accident and Emergency Department. During October 2015 the Trust recorded 73 incidents where the handover took between 30 and 60 minutes, and 8 waits in excess of 60minutes.

Performance:	NW Surrey CCG and the Trust have been working with system providers delivering an Urgent Care recovery plan enabling 95% 4 hour A&E performance at the St Peters site. The recovery plan is comprehensive and has been developed across the system with all partners following 4 priority areas agreed as the right solutions; • Priority 1 – Front door reconfiguration (led by ASPH) • Priority 2 – Hospital patient flow (led by ASPH) • Priority 3 – Reducing delayed transfers of care (DTOCs) (led by NWS CCG) • Priority 4 – Whole system resilience (led by NWS CCG) Our analysis of the causes of breaches and of the implementation of the recovery plan to date indicates that efforts to enable the system to achieve the 4hr standard should now be focused in the following areas; • Reducing Length of Stay and Improving Internal Patient Flow • Reducing Demand, and • Right- Sizing Bedded and Non-Bedded Capacity within the Trust and Community The Trust has been focussing additional attention on improving patient flow, including the following key interventions; • 10am daily meeting with all wards to review discharges planned and provide challenge and support to enable further discharges. • Appointment of a Senior Patient Flow Manager to oversee site management & establishing a consistent and disciplined approach to capacity management throughout the day. • Protection of Medical Assessment Unit capacity where possible to ensure there are beds available to transfer patients from A&E when required. This has remained significantly challenging but has proved very effective when we have been able to sustain it. • Development of plans (due for implementation from November) to cohort medically fit patients who have a discharge plan that is delayed. This will enable us to take a more focused approach, working with partners to resolve placement issues for these patients and removing them from specialist wards, therefore freeing specialist inpatient capacity. A&E Performance for November at the time of writing this report is looking much improved compared to Nov 2014, overall = 94.6% (St Peter's site = 92.6%). > The **Urgent Care Recovery Plan Exception Report** includes the analysis and recommendations for ongoing improvements which is included as **Appendix A**. > The **Trust's A&E performance** compared to other Trusts is included as **Appendix B**. - When comparing the Trust including Ashford WiC (Monitor position), for September (the most recent data published), the Trust is positioned 85th out of 138 Trusts. - When comparing the St Peter's site only (inc. EPU & GUM), for September (the most recent data published), the Trust is positioned 109th out of 138 Trusts. > To support delivery in reducing length of stay and improving internal patient flow, **the Trust plans to carry out two significant interventions relating to the current Medical Assessment Unit (MAU)**. The proposal is to introduce a new model of consultant cover to the acute medical hub - currently Medical Assessment Unit (MAU) and Medical Short Stay Unit (MSSU) and to co-locate MAU and MSSU onto the current MSSU with the new unit designated as the Acute Medical Unit (AMU). Additional information is included as **Appendix C**. > The Trust has also been working with CCG and system providers agreeing 2015/16 winter resilience measures. Please see the separate **Winter Plan Summary** which outlines the delivery and escalation requirements to ensure effective service provision during the winter period.

CANCER UPDATE

					Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Sparkline
CANCER	Cancer: two week wait from referral to date first seen	INPUTS	Referrals	Total	744	838	755	758	775	
		CONTROLS	Breaches due to Patient Choice	Total	28	36	33	43	22	
			% Breaches - Patient Choice	Total	3.8%	4.3%	4.4%	5.7%	2.8%	
			Breaches due to Hospital Capacity	Total	1	13	7	5	0	
			% Breaches - Hospital Capacity	Total	0.1%	1.6%	0.9%	0.7%	0.0%	
		OUTPUTS	2 Week Wait %	Total	96.10%	94.92%	93.16%	93.67%	97.16%	

Performance:

The Trust has now been compliant for six consecutive months with October performance further improved and recorded (provisionally) at 97.2%. Following exceptionally high referrals experienced in Q1, we have seen a lessening of referral pressure over the previous 3 months.

2 Week Referral	Sep	Oct	Nov	Dec	Jan	Feb
Referrals Seen	758	775				
Referrals Seen Within Standard	710	753				
Performance Trajectory	94.4%	94.5%	94.6%	94.6%	94.7%	94.7%
Performance Actual	**93.7%**	**97.2%**				

With a revised escalation and engagement process having been introduced, we continue to see better engagement and resilience and ongoing compliance; although patient choice remains a significant risk and by far biggest contributory cause to breaches (Oct = 100%) of the TWR standard.

Improvement Activity:

A number of improvement actions have been underway, which include;

1 - A revised Cancer Services 2 Week Rule escalation process

2 - Revised 2 Week Rule booking form for GP Surgeries to aid patient engagement

3 - Protected Straight to Test Endscopy slots to enable earlier endoscopy provision for cancer patients (and further availability post 1st appointment - although still within 14 days)

4 - An additional Urology consultant to reduce the Trust's capacity gap

5 - An additional Advanced Practitioner Breast Diagnostician to reduce the Trust's capacity gap

6 - Revised Cancer Services and Radiology reporting to monitor performance

CANCER UPDATE

					Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Sparkline
CANCER	All cancers: 62-day wait for first treatment (GP Referral)	INPUTS	Treatments	Total	50.5	69	50.5	65.5	47	
		CONTROLS	*Breaches - ASPH*	Total	2	8	7	4	4	
			Breaches - Shared	Total	3.5	9	3	3.5	2.5	
			Total Breaches	Total	5.5	17	10	7.5	6.5	
		OUTPUTS	62 Day GP Referral to Treatment %	Total	89.1%	77.9%	80.2%	87.0%	86.2%	

Performance:

The Trust has recorded October performance (provisionally) at 86.2% which is both compliant and ahead of recovery trajectory. Following the exceptionally high number of treatments experienced during both Q1 and Q2, we have seen a reduction in demand during October.

As part of the Trust's Cancer Recovery Action Plan, the root causes of breaches against the 62 day standard have been fully analysed with improvement activities within the Trust and with tertiary partners scheduled to deliver sustainable improvement and resilience in ongoing achievement of this standard.

62 Day GP Referral	Sep	Oct	Nov	Dec	Jan	Feb
Patients Treated	66.5	47				
Patients Treated Within Standard	58	40.5				
Performance Trajectory	78.0%	78.7%	79.2%	85.0%	90.2%	90.9%
Performance Actual	**87.2%**	**86.2%**				

Many of the risks to performance against this standard require continued careful monitoring.
The Trust continues to deliver its Cancer Improvement Action Plan which aims to further address the recent issues regarding cancer performance.

Improvement Activity:
A number of improvement actions have been underway, which include;
1 - Revised clinic templates to improve capacity and expedite radiology requests
2 - An additional Urology consultant to reduce the Trust's capacity gap
3 - An additional Advanced Practitioner Breast Diagnostician to reduce the Trust's capacity gap
4 - Review of key cancer pathways to minimise delays
5 - Ongoing discussions with Tertiary Centres to further reduce the risk of delays
6 - Revised Cancer Services and Radiology reporting to monitor performance

STROKE PERFORMANCE UPDATE

				Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Sparkline
STROKE	INPUTS	Total stroke discharges	Total	61	58	48	39	42	
	OUTPUTS	Proportion of patients admitted to stroke ward <4hrs	Target = 90%	56%	72%	65%	81%	67%	
		Proportion of patients spending 90% on stroke ward	Target = 80%	83%	85%	79%	92%	84%	
		Proportion of patients scanned within 1hr	Target = 50%	66%	73%	72%	75%	71%	
		Proportion of patients scanned within 24hrs	Target = 100%	100%	100%	100%	100%	100%	
		Patients eligible & receiving thrombolysis	Target = 100%	100%	100%	100%	100%	100%	
		Non-urgent TIA cases assessed within 7 days	Target = 100%	100%	100%	100%	100%	100%	
		High-risk TIA cases treated within 24hrs	Target = 60%	100%	100%	100%	91%	100%	

Performance:

A step change in performance was seen during September for the 'Proportion of patients admitted to a stroke ward within 4hrs' standard, although this was difficult to maintain due to non-elective patient demand during October utilising the ring fenced beds within our Stroke ward.
The Trust continues to experience difficulty meeting the top 2 KPIs due to 2 reasons;
(1) non-elective bed pressures within the Trust where stroke ward beds have to be used to avoid patients waiting in A&E (inc overnight DTA's), and
(2) referral delays from supporting teams in A&E, MSSU & MAU

A revised escalation protocol for ring-fencing beds within the stroke ward was implemented, although non-elective bed pressures continue to effect stroke bed capacity.

Improvement Activity:

A number of improvement actions have been underway, which include;
1 - Demand and capacity analysis undertaken to establish the required number of ring-fenced beds
2 - Clear process introduced for CSNPs, Senior Support Managers and Directors on Call for use of ring fenced beds
3 - Protocols for transfer of stroke patients into and out of stroke and rehab beds re-established
4 - Standard Operating Procedure for stroke unit capacity management re-established
5 - Monitoring use of acute stroke beds to ensure they are optimised for stroke patients
6 - Improveing Length Of Stay on Chaucer Ward, including reducing delayed transfers of care
7 - Meeting with ED team reaffirming the pathway for stroke patients
8 - Root cause analysis of each breach with learning and mititations discussed at clinical governance
9 - Stroke performance reviewed at weekly Trustwide Performance meetings

An action plan remains underway to improve performance which includes a number of additional activities to upskill colleagues, with regular monitoring and feedback of breaches to reduce re-occurrence.

OTHER PERFORMANCE CONCERNS &/OR RISKS

Endoscopy

Additional endoscopy capacity using an external supplier commenced mid-June with excellent improvement progress having been made towards returning to compliance fulfilling all diagnostic tests within 6 weeks of referral. The Trust reported DM01 standard at 99.3% for September in line with the agreed recovery trajectory and retained compliance also at 99.3% (provisional) for October.

NW Surrey CCG have implemented plans for demand management with a GP led revised protocol for reducing endoscopy referrals for a proportion of under 55's and through the introduction of a commissioning referral triage centre for these referrals. The impact of this scheme on endoscopy referrals to the Trust continues to be limited & therefore NWS CCG leads continue to review this process.

Recognising the intrinsic capacity shortfall in Endoscopy, the Trust have agreed to retain the services of the external provider into Q3 to maintain the required additional capacity for continued waiting list reduction.

RTT Forward View

Following the revision of the RTT standards earlier this year, the Trust is now only required to maintain compliance against the 92% Incomplete pathway standard. This standard is measured in aggregate by Monitor and by specialty at commissioner/contract level.

As a result, the primary risk to RTT performance is a persistent growth in incomplete pathways over 18 weeks (backlog). A number of indicators can be used to point us towards concerns and are monitored regularly.

Risk mitigation:

• All services continually monitor their expected activity levels and the corresponding impact on performance. It is expected that a significant number of services will require additional theatre lists and or/clinic sessions over the winter period. With a view of reduced bed capacity over the winter period, services are planning to provide additional lists outside of this period and are seeking the opportunity for outsourcing.

• It is expected the revision of the MSK pathway in T&O will have a positive impact on this vulnerable specialty. Analysis remains ongoing to gauge this impact.

IMPROVING OUTPATIENT SERVICES PROJECT

Improvement Activity:

A number of improvement actions have been underway to improve the Patient outpatient experience, these include;

1 - Organisational change clarifying individual role & responsibilities, inc targetting & performance management within the Appointment Centre

2 - Employee engagement, mentoring & support

3 - Training on systems & streamlining processes

4 - Introduction of standard operating procedures & work rotation to provide resilience

5 - Increases in staffing levels consumate with the increase in activity levels

6 - Clarity of role & touch points with Appointment Centre & Clinical Offices

7 - Technological innovation to reduce manual handling & repitition with time savings

8 - Cooperating with Specialty Service Managers to optimise workflow & reduce re-work

OVERALL	MILESTONES	RISKS	BENEFITS
The IOPS project was implemented in April 2015 for all outpatient services provided at Ashford and St Peter's Hospitals, including Orthopaedics Focus is being given to the Appointment centre to find leaner processes for booking and tracking referrals	Meeting with NWS CCG to discuss use of electronic referral proforma in specialties where new pathways have been jointly agreed. Agreed automatic acceptance by appointment centre of C&B referrals (ENT, Ophthalmology, MaxFacs, Cardiology, Care of the Elderly) – saving administrative hours in the AC 15 steps challenge undertaken at Ashford Hospital OPD ad action plan completed	The staffing levels within the Appointment Centre (affected by sickness and vacancies) is resulting in delays in arranging appointments The staffing levels within the Clinical Offices (affected by sickness and vacancies) is resulting in delays processing Dictate IT clinic outcome letters to GPs and patients Capacity and demand work carried out by the Service Managers will show that additional clinics / supporting staff are required to achieve a sustainable level of performance to meet RTT targets, but these may not be achievable due to lack of theatre capacity and/or clinic capacity, unless weekend working is supported There is a risk of poor transparency of clinic availability and utilisation as there is currently no electronic diary or booking system in place	An outpatient improvement dashboard has been created and approved by the programme board. Initial indicators are within the graphs below. KPIs relating to the Appointment Centre have not improved in recent months (time to answer calls and time to OPD booking) – this is as a result of high-levels of sickness absence.

Actions completed this period	Actions to be completed next period
Roles and responsibilities agreed for team leaders in the Appointment centre. Weekly 1:1s with Appointment centre manager under way	Roles and responsibilities to be agreed for the band 3 and band 2 members of the appointments team
15 steps challenge undertaken at Ashford Hospital OPD	15 steps challenge to be undertaken at SPH OPD, Rowley Bristow – T&O and Abbey Wing
Agreed automatic acceptance by appointment centre of C&B referrals (Colorectal, Rheumatology, Respiratory, Cardiology, ENT, Maxfacs, Ophthalmology, Care of the Elderly agree to use) Obs and Gynae, Urology, Vascular, UGI, Neurology and gastro not agreed to date	Design and implement training manual for patient centre and completion of clinic summaries for clinicians
RTS system changes made to allow multiple document attachments and quicker scanning process	Drop down boxes for all specialties in RTS to avoid booking to incorrect clinics
Website updated with correct contact numbers and email address for the appointment centre	Meeting with switchboard to agree correct routine of 'appointment' calls
Sarcoma referrals pathways confirmed (should stay with orthopaedics)	Report to be created to highlight first appointment capacity issues by specialty including record of escalation
Admin and clerical directory created and held on Trustnet	Demonstration of Bluespier OPD module booked in October to compare with Bookwise clinic room scheduling software
Improved interaction between appointment centre and MDT co-ordinators regarding TWR capacity	Feedback from team with ideas for improvement

The aim of the Outpatient Services Project is to significantly improve the experience for patients who require outpatient consultations at Ashford and St Peter's Hospitals Foundation Trust.

A **project update & reflective view** is included as **Appendix D**.

Ashford and St. Peter's Hospitals NHS
NHS Trust

Ashford & St Peters Hospitals NHS Foundation Trust

URGENT CARE RECOVERY PLAN

Exception Report

C O N T E N T S

1 Purpose 3
2 Background 3
3 A&E Attendance & Admissions 4
4 Urgent Care 4hr Standard - Performance....6
5 Urgent Care 4hr Standard – Current Recovery Plan 19
5.1 What needs to be done to enable compliance by 31 December 2015? 21

1 Purpose

Monitor have an operational standard of 95% for patients being seen and discharged within 4 hours, which is used to ensure patients are treated efficiently. Ashford and St. Peter's Hospitals NHS Foundation Trust last achieved the 4 hour standard at the St Peter's site alone during April 2014 and have done on only 4 occasions during the past 3 financial years (FY13/14/15).

To remedy this, the Trust has fully participated in the development & implementation of the CCG led Urgent Care Recovery Programme with activities scheduled across the health system to deliver a trajectory of improvement to enable compliance at the St Peter's site by 31st December 2015.

After a number of good months of improvement delivering performance ahead of the agreed recovery trajectory, performance for August recorded at 88.6% (against a target of 90.5%) & September recorded at 88.8% (against a target of 92.0%) have both been below the agreed recovery trajectory.

This report aims to identify the key reasons behind the ongoing difficulty to achieve the recovery trajectory & compliant 95% 4 hour standard at the St Peters Hospital site and provides the solutions required to deliver the performance and enhance patient safety & experience.

2 Background

There is evidence that patients are more likely to come to harm if they are treated in a crowded A&E department or if they are made to wait for more than four hours for a decision to admit. Long waiting times in A&E departments, often experienced by those awaiting admission, not only deliver poor quality in terms of patient experience, but also compromise patient safety & reduce clinical effectiveness.

However, the cost and impact of not meeting the 4-hour standard is not only in patient experience and outcomes, as the delivery of this standard also has a significant impact on the financial performance of the Trust and overall staff experience.

In recent years, ensuring the 4-hour standard is achieved and patients are seen and treated quickly in the A&E department has required a high level of in-year financial investment. Specifically, investment in additional 'escalation' beds and temporary resources to meet demand has led to increased financial pressure.

Staff morale and overall experience are also impacted by this challenge to meet the 4-hour standard. At times when achieving the standard is most challenging, the pressure on existing resources and the additional capacity required often results in staff working extra hours for extended periods. These pressures are not limited to the A&E department as achieving the standard requires delivery throughout the urgent care pathway.

NW Surrey CCG & the Trust have been working with system providers delivering an Urgent Care recovery plan enabling 95% 4 hour A&E performance at the St Peters site.

The recovery plan is comprehensive and has been developed across the system with all partners following 4 priority areas agreed as the right solutions;

- Priority 1 – Front door reconfiguration (led by ASPH)
- Priority 2 – Hospital patient flow (led by ASPH)
- Priority 3 – Reducing delayed transfers of care (DTOCs) (led by NWS CCG)
- Priority 4 – Whole system resilience (led by NWS CCG)

However, as a system, we have recognised that we need to do more & have commenced further intensive work with the Alamac consultancy to focus internally and with system partners to create discharges and assessment bed capacity on a daily basis.

Despite these additional interventions across the system, recovery isn't progressing as per the planned trajectory.

3 A&E Attendance & Admissions

Throughout this financial year, A&E attendances have reduced overall by 1.6% compared to FY2014 although admissions via A&E have continued to increase by 3.4% displaying an ongoing increase in the acuity of patients attending A&E.

Particularly significant when examining the age range is that we continue to see a significant rise in emergency admissions each month for paediatric (with 155 additional emergency admissions) & frail elderly patients (with 218 additional emergency admissions) this year compared to FY2014 (372 overall, circa 2600 additional bed days YTD), indicating an ongoing & increasing shift in acuity and frailty which continues to significantly impact hospital flow and capacity.

	Additional Attendances 2015 vs 2014 (Age Group)				
	0-15	16-59	60-74	75+	Grand Total
Apr	-1.4%	3.3%	-9.8%	2.6%	0.4%
May	-5.8%	-3.6%	-8.8%	-0.9%	-4.3%
June	-6.2%	-5.5%	-1.3%	9.4%	-2.8%
July	-9.8%	-2.5%	-1.5%	-1.1%	-3.8%
August	2.5%	-2.0%	0.4%	2.1%	-0.2%
September	0.3%	-1.7%	3.9%	11.2%	1.6%
Grand Total	-3.8%	-2.1%	-3.1%	3.7%	-1.6%

	Additional Attendances 2015 vs 2014 (Age Group)				
	0-15	16-59	60-74	75+	Grand Total
Apr	-24	116	-95	36	33
May	-111	-144	-93	-13	-361
June	-113	-218	-12	121	-222
July	-184	-102	-15	-16	-317
August	33	-79	4	30	-12
September	6	-62	34	147	125
Grand Total	-393	-489	-177	305	-754

The level of attendances & admissions during FY2014 created a significant challenge achieving 95% A&E compliance with the Trust having only achieved this once at the St Peter's site alone during April 2014.

Comparing FY2015 A&E attendances to FY2013 confirms a generally static overall demand attending the department, however when comparing admissions via A&E FY2015 versus FY2013 confirms the ongoing & increasing shift in acuity and frailty continuing over the 2 year period where we have seen peaks on average of 7 additional patients (during May) & 6 additional patients (during September) needing to be admitted each & every day during these months (equivalent to a requirement of 49 & 42 additional beds respectively).

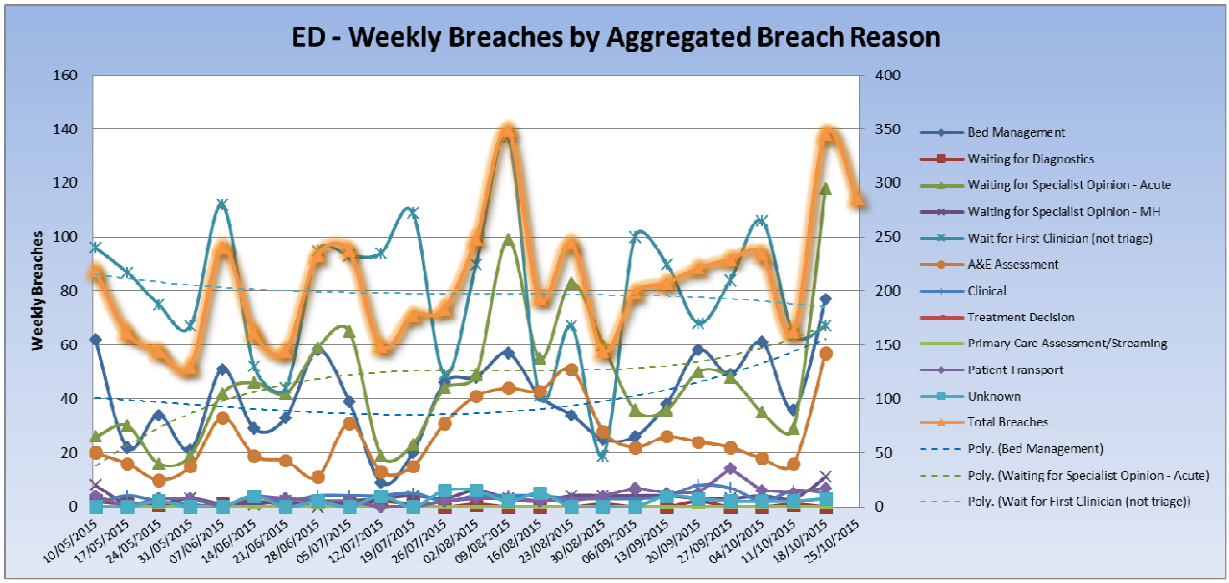
A&E Attendances					
Month	2015	2014	*Daily Var 2014*	2013	*Daily Var 2013*
Apr	7630	7596	***1***	7783	***-5***
May	8030	8392	***-12***	7868	***5***
Jun	7795	8017	***-7***	7658	***5***
Jul	8064	8381	***-10***	8109	***-2***
Aug	7601	7613	***0***	7611	***0***
Sep	7859	7732	***4***	7525	***11***

A&E Admissions					
Month	2015	2014	*Daily Var 2014*	2013	*Daily Var 2013*
Apr	1847	1850	***0***	1732	***4***
May	1946	1865	***3***	1742	***7***
Jun	1798	1770	***1***	1755	***1***
Jul	1855	1851	***0***	1810	***1***
Aug	1877	1791	***3***	1741	***4***
Sep	1905	1839	***2***	1727	***6***

4 Urgent Care 4hr Standard - Performance

The graph below tracks the aggregated reasons for A&E breaches recorded in accordance with the NHSE specification initiated during March 2015. There are 2 graphs, the first recording the number of weekly breaches by reason, with the second recording the reason as a % of the total weekly breaches (both overlayed with the total number of breaches recorded).

ED – Weekly Breaches by Aggregated Breach Reason

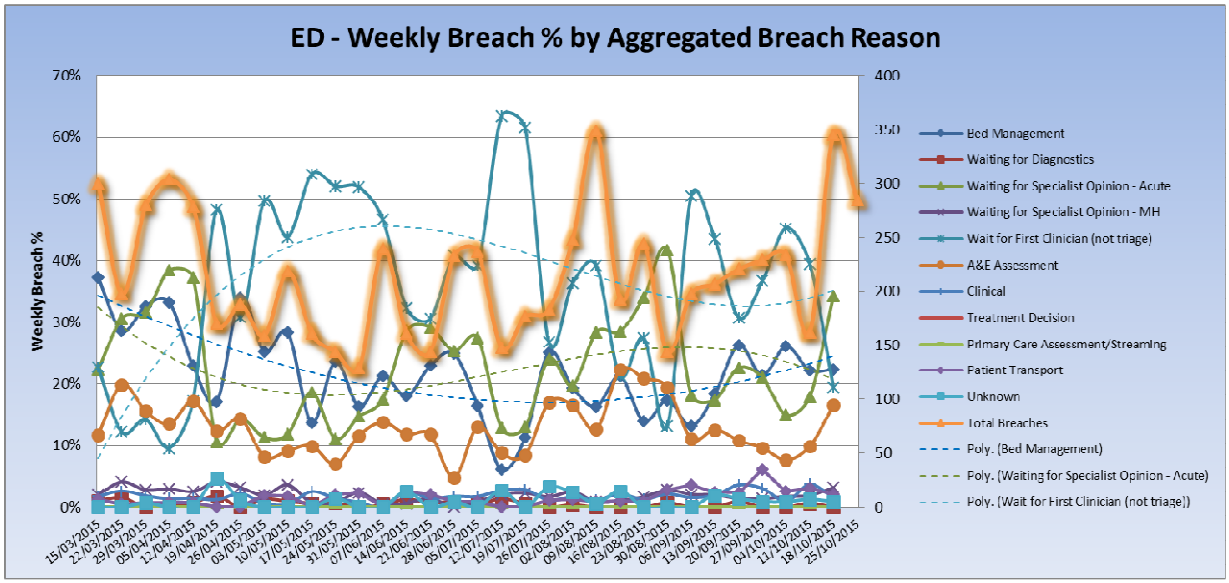


Reason for Breach	15/03/2015	22/03/2015	29/03/2015	05/04/2015	12/04/2015	19/04/2015	26/04/2015	03/05/2015	10/05/2015	17/05/2015	24/05/2015	31/05/2015
Bed Management	112	40	65	101	64	29	64	40	62	22	34	21
Waiting for Diagnostics	3	3	0	1	2	3	0	2	2	1	1	0
Waiting for Specialist Opinion - Acute	67	60	88	117	104	18	27	18	26	30	16	19
Waiting for Specialist Opinion - MH	6	0	8	9	7	7	6	3	8	1	1	3
Wait for First Clinician (not triage)	68	24	40	29	48	82	58	79	96	87	75	67
A&E Assessment	35	38	43	41	48	21	27	13	20	16	10	15
Clinical	5	5	5	4	4	2	4	1	1	4	2	1
Treatment Decision	0	0	0	0	0	0	0	0	0	0	0	0
Primary Care Assessment/Streaming	0	0	0	0	0	0	0	0	0	0	0	0
Patient Transport	4	1	2	2	2	0	0	3	4	0	3	3
Unknown	0	27	29	0	0	8	2	0	0	0	2	0
Total Breaches	300	198	280	304	279	170	188	159	219	161	144	129

Reason for Breach	07/06/2015	14/06/2015	21/06/2015	28/06/2015	05/07/2015	12/07/2015	19/07/2015	26/07/2015	02/08/2015	09/08/2015	16/08/2015	23/08/2015
Bed Management	51	29	33	58	39	9	20	46	48	57	41	34
Waiting for Diagnostics	1	2	1	2	1	2	1	0	1	0	0	0
Waiting for Specialist Opinion - Acute	42	46	42	59	65	19	23	44	49	99	55	83
Waiting for Specialist Opinion - MH	1	1	2	0	2	3	4	3	6	3	2	4
Wait for First Clinician (not triage)	112	52	44	95	93	94	109	49	90	137	41	67
A&E Assessment	33	19	17	11	31	13	15	31	41	44	43	51
Clinical	0	4	2	4	4	4	5	2	4	4	4	3
Treatment Decision	0	0	0	0	0	0	0	0	0	0	0	0
Primary Care Assessment/Streaming	0	0	0	0	0	0	0	0	0	0	0	0
Patient Transport	0	4	3	2	2	0	0	2	3	3	2	2
Unknown	0	4	0	2	0	4	0	6	6	2	5	0
Total Breaches	240	161	144	233	237	148	177	183	248	349	193	244

Reason for Breach	30/08/2015	06/09/2015	13/09/2015	20/09/2015	27/09/2015	04/10/2015	11/10/2015	18/10/2015	25/10/2015
Bed Management	25	26	38	58	49	61	36	77	61
Waiting for Diagnostics	1	0	0	2	0	0	1	0	1
Waiting for Specialist Opinion - Acute	60	36	36	50	48	35	29	118	79
Waiting for Specialist Opinion - MH	4	4	4	3	3	4	3	11	4
Wait for First Clinician (not triage)	19	100	90	68	84	106	64	67	98
A&E Assessment	28	22	26	24	22	18	16	57	23
Clinical	3	3	4	8	7	2	6	5	8
Treatment Decision	0	0	0	0	0	0	0	0	0
Primary Care Assessment/Streaming	0	0	0	0	0	0	0	0	0
Patient Transport	4	7	5	5	14	6	5	7	8
Unknown	0	0	4	3	2	2	2	3	3
Total Breaches	144	198	207	221	229	234	162	345	285

ED – Weekly Breach % by Aggregated Breach Reason



Reason for Breach	15/03/2015	22/03/2015	29/03/2015	05/04/2015	12/04/2015	19/04/2015	26/04/2015	03/05/2015	10/05/2015	17/05/2015	24/05/2015	31/05/2015
Bed Management	37.3%	28.6%	32.6%	33.2%	22.9%	17.1%	34.0%	25.2%	28.3%	13.7%	23.6%	16.3%
Waiting for Diagnostics	1.0%	1.5%	0.0%	0.3%	0.7%	1.8%	0.0%	1.3%	0.9%	0.6%	0.7%	0.0%
Waiting for Specialist Opinion - Acute	22.3%	30.6%	31.6%	38.5%	37.3%	10.6%	14.4%	11.3%	11.9%	18.6%	11.1%	14.7%
Waiting for Specialist Opinion - MH	2.0%	4.1%	2.8%	3.0%	2.5%	4.1%	3.2%	1.9%	3.7%	0.6%	0.7%	2.3%
Wait for First Clinician (not triage)	22.7%	12.2%	14.2%	9.5%	17.2%	48.2%	30.9%	49.7%	43.8%	54.0%	52.1%	51.9%
A&E Assessment	11.7%	19.9%	15.6%	13.5%	17.2%	12.4%	14.4%	8.2%	9.1%	9.9%	6.9%	11.6%
Clinical	1.7%	2.6%	1.8%	1.3%	1.4%	1.2%	2.1%	0.6%	0.5%	2.5%	1.4%	0.8%
Treatment Decision	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Primary Care Assessment/Streaming	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Patient Transport	1.3%	0.5%	0.7%	0.7%	0.7%	0.0%	0.0%	1.9%	1.8%	0.0%	2.1%	2.3%
Unknown	0.0%	0.0%	0.7%	0.0%	0.0%	4.7%	1.1%	0.0%	0.0%	0.0%	1.4%	0.0%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Total Breaches	300	198	280	304	279	170	188	159	219	161	144	129

Reason for Breach	07/06/2015	14/06/2015	21/06/2015	28/06/2015	05/07/2015	12/07/2015	19/07/2015	26/07/2015	02/08/2015	09/08/2015	16/08/2015	23/08/2015
Bed Management	21.3%	18.0%	22.9%	24.9%	16.5%	6.1%	11.3%	25.1%	19.4%	16.3%	21.2%	13.9%
Waiting for Diagnostics	0.4%	1.2%	0.7%	0.9%	0.4%	1.4%	0.6%	0.0%	0.4%	0.0%	0.0%	0.0%
Waiting for Specialist Opinion - Acute	17.5%	28.6%	29.2%	25.3%	27.4%	12.8%	13.0%	24.0%	19.8%	28.4%	28.5%	34.0%
Waiting for Specialist Opinion - MH	0.4%	0.6%	1.4%	0.0%	0.8%	2.0%	2.3%	1.6%	2.4%	0.9%	1.0%	1.6%
Wait for First Clinician (not triage)	46.7%	32.3%	30.6%	40.8%	39.2%	63.5%	61.6%	26.8%	36.3%	39.3%	21.2%	27.5%
A&E Assessment	13.8%	11.8%	11.8%	4.7%	13.1%	8.8%	8.5%	16.9%	16.5%	12.6%	22.3%	20.9%
Clinical	0.0%	2.5%	1.4%	1.7%	1.7%	2.7%	2.8%	1.1%	1.6%	1.1%	2.1%	1.2%
Treatment Decision	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Primary Care Assessment/Streaming	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Patient Transport	0.0%	2.5%	2.1%	0.9%	0.8%	0.0%	0.0%	1.1%	1.2%	0.9%	1.0%	0.8%
Unknown	0.0%	2.5%	0.0%	0.9%	0.0%	2.7%	0.0%	3.3%	2.4%	0.6%	2.6%	0.0%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Total Breaches	240	161	144	233	237	148	177	183	248	349	193	244

Reason for Breach	30/08/2015	06/09/2015	13/09/2015	20/09/2015	27/09/2015	04/10/2015	11/10/2015	18/10/2015	25/10/2015
Bed Management	17.4%	13.1%	18.4%	26.2%	21.4%	26.1%	22.2%	22.3%	21.4%
Waiting for Diagnostics	0.7%	0.0%	0.0%	0.9%	0.0%	0.0%	0.6%	0.0%	0.4%
Waiting for Specialist Opinion - Acute	41.7%	18.2%	17.4%	22.6%	21.0%	15.0%	17.9%	34.2%	27.7%
Waiting for Specialist Opinion - MH	2.8%	2.0%	1.9%	1.4%	1.3%	1.7%	1.9%	3.2%	1.4%
Wait for First Clinician (not triage)	13.2%	50.5%	43.5%	30.8%	36.7%	45.3%	39.5%	19.4%	34.4%
A&E Assessment	19.4%	11.1%	12.6%	10.9%	9.6%	7.7%	9.9%	16.5%	8.1%
Clinical	2.1%	1.5%	1.9%	3.6%	3.1%	0.9%	3.7%	1.4%	2.8%
Treatment Decision	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Primary Care Assessment/Streaming	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Patient Transport	2.8%	3.5%	2.4%	2.3%	6.1%	2.6%	3.1%	2.0%	2.8%
Unknown	0.0%	0.0%	1.9%	1.4%	0.9%	0.9%	1.2%	0.9%	1.1%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%
Total Breaches	144	198	207	221	229	234	162	345	285

The above analysis identifies the following 5 key reasons for breaches;

- Bed Management
- Waiting for Specialist Opinion – Acute
- Wait for First Clinician (not triage)
- A&E Assessment, &
- Other (generally Waiting for Diagnostics, Specialist Opinion - MH, Clinical & Patient Transport)

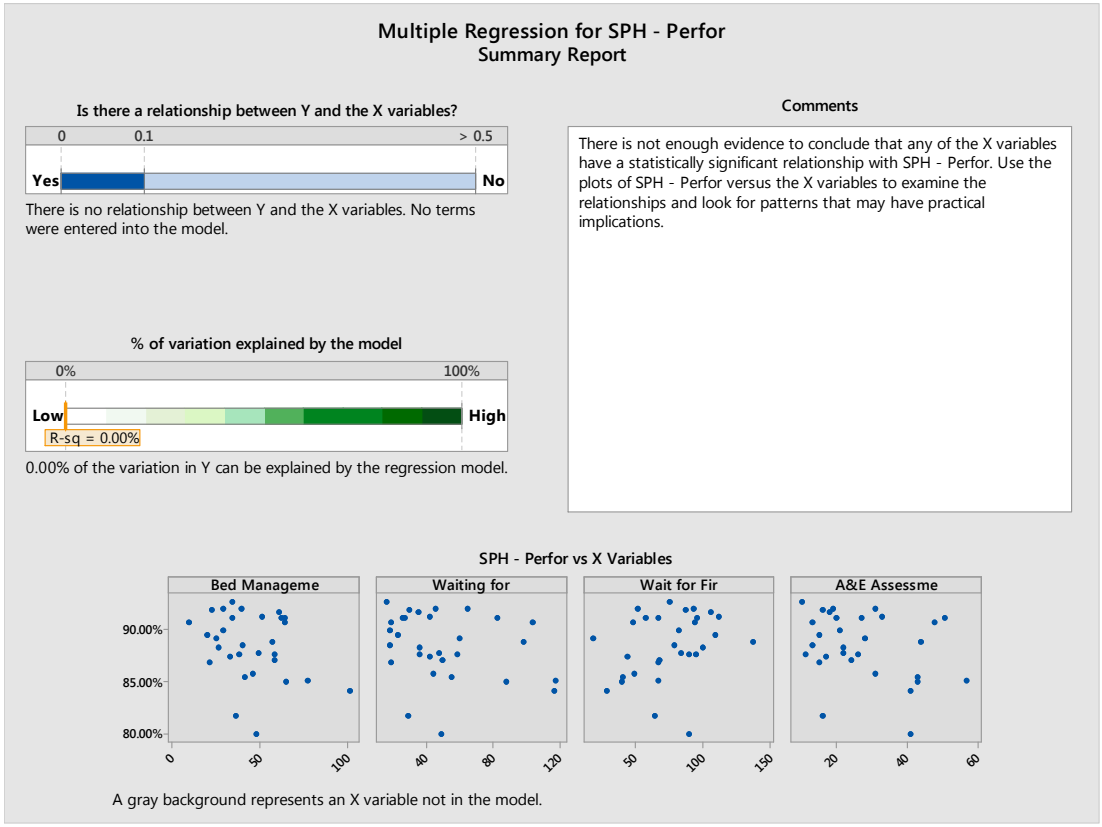
However there are a number of important considerations;

- A&E protocol was altered during April whereby the originating reason for the patient delay is now recorded, & hence a shift in allocation transferred from Bed Management to Wait for First Clinician (not triage), A&E Assessment & Waiting for Specialist Opinion – Acute, &

- When hospital flow is constrained & consequently A&E is very busy, it should be noted the aggregated reasons are not mutually exclusive

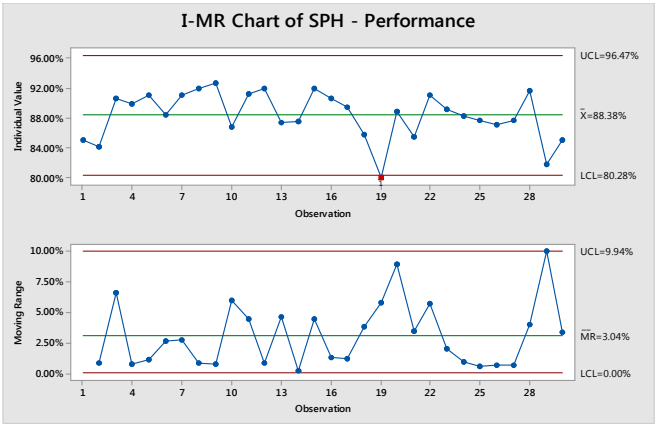
To understand the extent of the mutual exclusivity of the aggregated breach reasons, a statistical regression analysis was undertaken which concludes that not any of the identified breach reasons have a statistically significant relationship with St Peter's A&E performance.

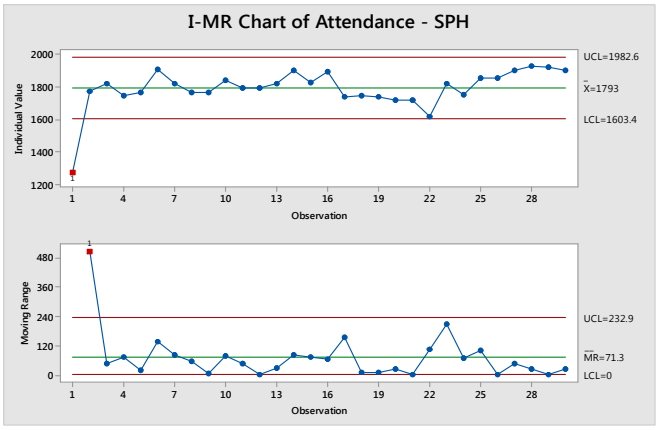
[To support the interpretation of this, it means the Trust can record low levels of breaches in the identified breach categories although still have poor performance, i.e. the data is confounding & not representing the key reason(s) for poor performance].

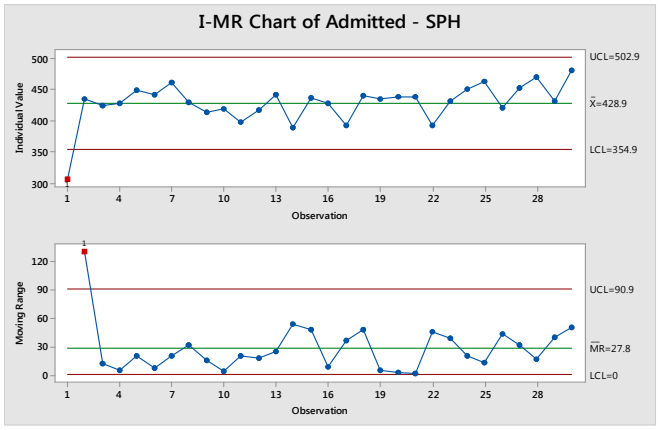


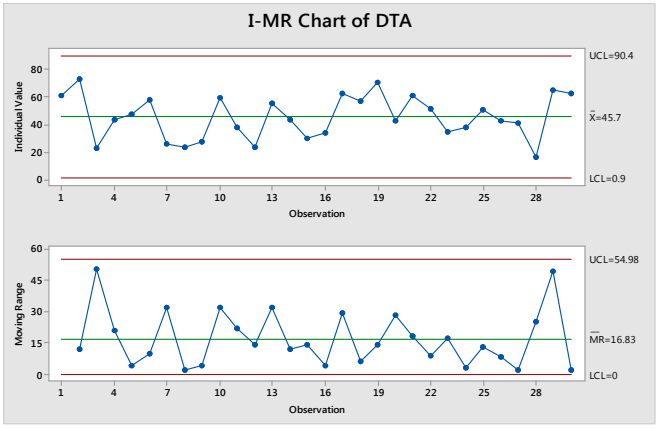
So what are the root causes?

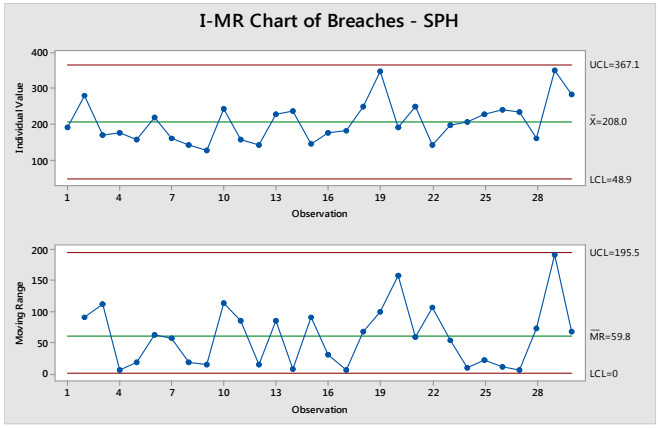
When looking at the run charts of A&E Performance, Attendance, Admissions, Patients waiting a bed after a clinical Decision to Admit (DTA's) at 8am & Breaches, it generally concludes the process (albeit not at a level we desire) is stabilised whereby only common causes of variation remain, as evidenced within the control charts below by the absence of; (1) data points beyond the control limits, & (2) non-random patterns of variation.





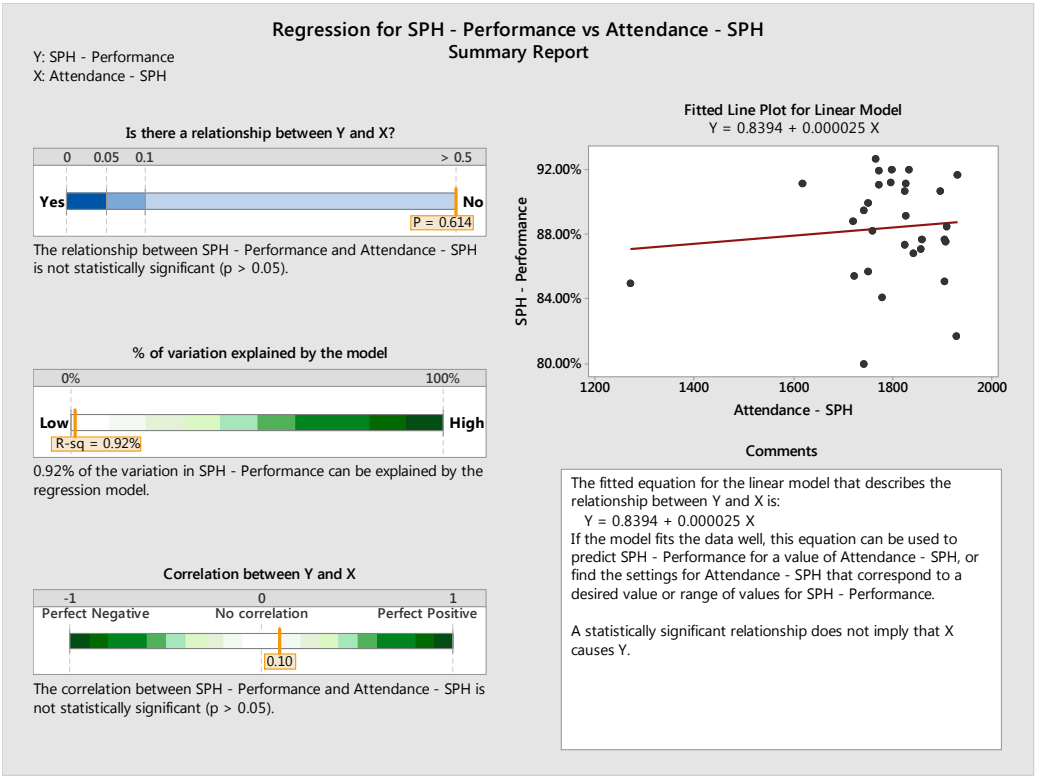




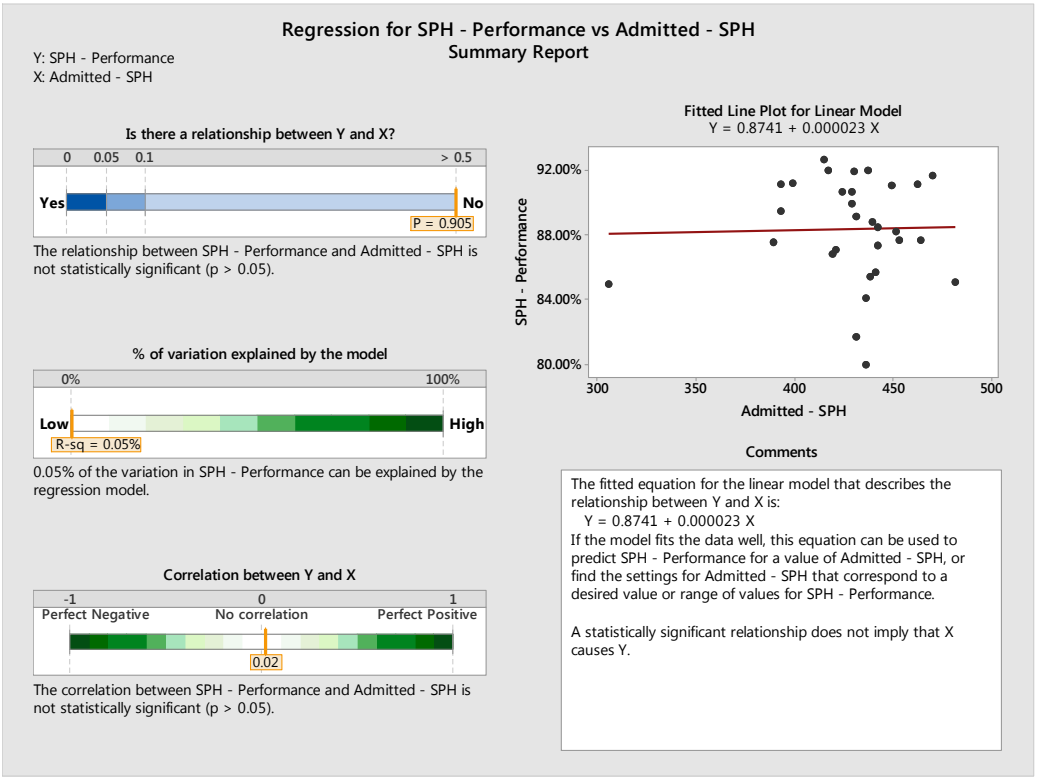


Just as important, regression analysis also confirms there are no statistically significant relationships with St Peter's A&E performance for;

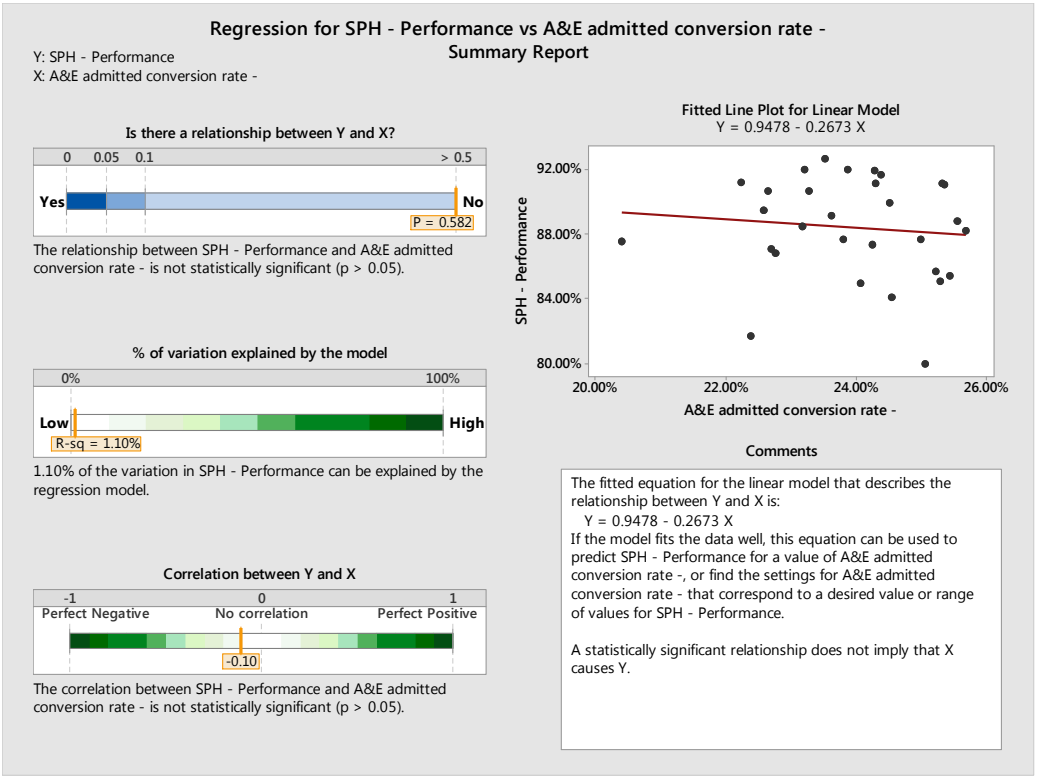
- Number of Attendances (i.e. attendances can increase without impact on performance)



- Number of Admissions (i.e. admissions can increase without impact on performance)

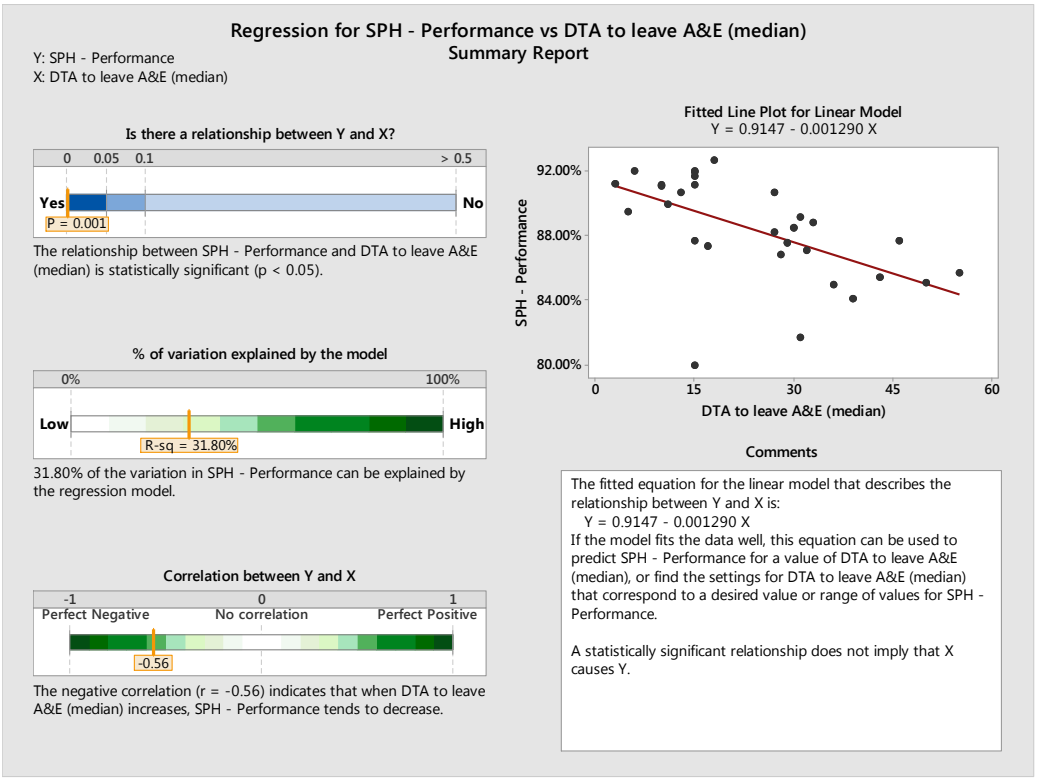


- A&E Conversion Rate (i.e. conversion rate can increase without impact on performance)

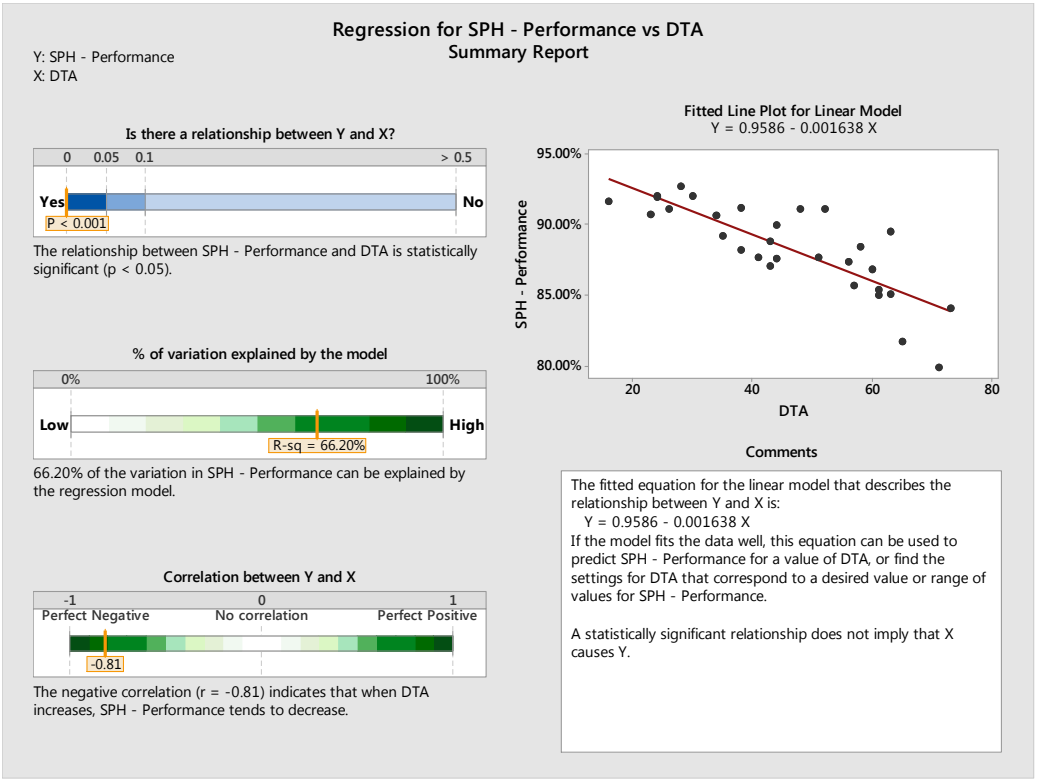


However, there are strong statistically significant relationships with St Peter's A&E performance for;

- Time to Leave A&E after DTA (i.e. long waits transferring into the hospital through the day adversely impacts A&E performance), &



- Number of overnight DTAs (i.e. patients waiting transfer into the hospital at 8am adversely impacts A&E performance)



Clearly the lack of an available bed (after a decision to admit has been made) & the number of DTAs within A&E at 8am remain the key reasons for the ongoing non-compliant A&E 4hr standard performance at St Peter's Hospital, i.e. when St Peters hospital has a lack of available beds due to flow constraints, A&E compliance is directly compromised.

4.1 Root Cause Analysis of Breach Reasons

4.1.1 Bed Management

Reasons for Breach

Bed management breaches are recorded as the primary breach reason when a suitable bed is not available for a patient yet other time standards have been met. The largest volume of bed management breaches relate to medical beds. Data analysis indicates the time taken to move a DTA patient into a medical bed averages 2.4 hours, reaching almost 4 hours on a Monday.

For comparison, general surgical admissions average time is 82 minutes.

Patients Admitted to Medicine 1/4/15 – 17/10/15	
Weekday	**Total (mins)**
Monday	231
Tuesday	206
Wednesday	144
Thursday	121
Friday	88
Saturday	101
Sunday	123
Overall average	**143**

The lack of available medical beds results from difficulties maintaining flow through the hospital. This is because of the lack of available discharges, due to the ongoing very high occupancy levels of medical beds & partly due to the timing of discharges not matching the demand profile of new admissions.

Of particular concern is the high occupancy level of the Trust's Medical Assessment Unit (MAU) which contains on average 22 specialty patients out of a total bed base of 29. Only when these patients are able to transfer to a specialty ward (which requires a discharge from that ward to occur) is capacity for new admissions generated on MAU.

As well as being a result of poor hospital flow, patients sleeping in A&E overnight awaiting a bed creates further challenges. Patients must be transferred from A&E within 12 hours of their DTA time and so occupy the beds of patients that have been discharged earliest. However, these beds are required for today's admissions rather than those from the previous day.

Furthermore, patients who have spent the night in A&E inevitably breach the 4 hour standard as do those who are DTA'd behind them until all patients are moved and none remain within A&E. On most days this can only occur by noon midday.

Current Recovery Plan Activity

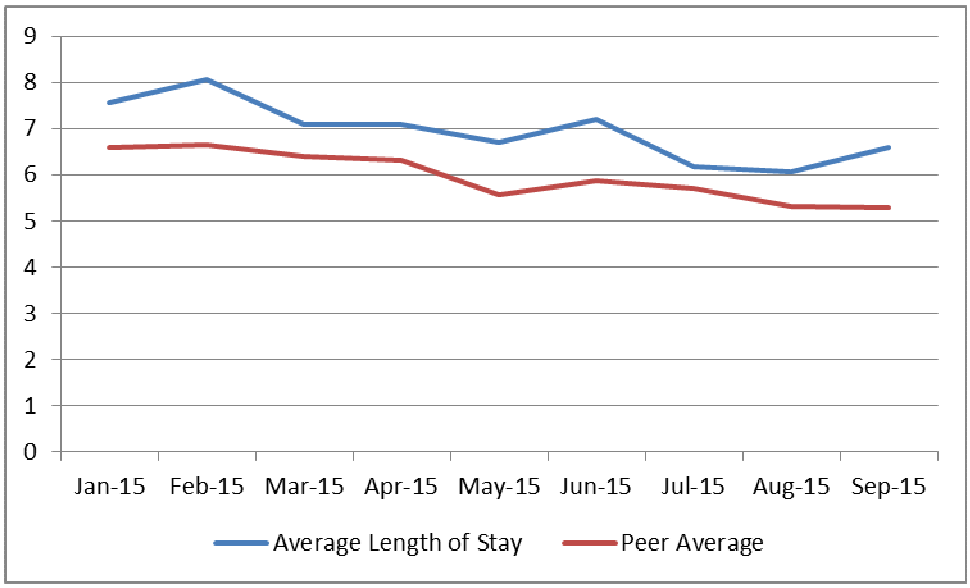
There are a number of actions within the Recovery Plan which are intended to remedy these issues;

C2007 : Acute Admissions Policy – setting clear agreed pathways of common presentations to A&E where patients require admission. It is designed to remove uncertainty over patient ownership, identifying the correct bed for admission, and requires a standard maximum time of 60 minutes in which the patient should be reviewed on the correct unit by the appropriate specialty team.

This policy was agreed at senior level and ratified at Trust Executive Committee (TEC), although adherence to the policy in practice has been minimal and has diminished since introduction. Implementation is felt to have been hampered by the lack of the appropriate available beds into which to move patients.

C3008 : Acute Hub Operating Model – has been designed to standardise the operational processes of the acute hub including Older Persons Assessment and Liaison (OPAL), with the potential development of a frailty unit so flow through the unit can be improved. This model includes a specific requirement for specialty teams to provide in-reach to patients within MAU in order to ensure that they are under the care of the correct specialty consultant, and can be prioritized for transfer to the specialty ward. However as the acute hub operating model does not address the challenge of flow out of the Acute Hub, its impact on reducing breaches has been limited.

C4001 : Reduction in Length of Stay (LoS) and C5000 (plus part 2) – Reduction in DTOCs. These set of actions aim to reduce occupancy on the specialist inpatient wards to enable specialty outliers on MAU to be removed & for the acute hub to operate effectively. Overall, medical LoS has reduced as below (using CHKS data), although we remain higher than Peer Average.



Despite the opening of additional community capacity, the closure of 43 beds at Ashford has taken up much of the gain in bed capacity achieved through reduced LoS. Overall, there continues to be specialty patients on MAU which significantly impedes the flow of patients being able to transfer from A&E.

Finally, the considerable amount of work undertaken by the Trust and system partners to reduce delayed discharges has not yet delivered any significant reductions in bed days lost due to Delayed Transfers of Care (DTOCs), and has not reduced the number of medically fit for discharge patients in St Peter's, as evidenced by the daily Alamac data.

We are attempting to mitigate the effects of the above issues by taking steps to improve hospital flow. Key interventions taken to date are:

1. 10am daily meeting with all wards to review discharges planned and provide challenge and support to enable further discharges.

   This meeting is led by a senior clinician, i.e. Divisional Chief Nurse or Head of Therapies. Partner agencies are actively involved and contributing to this process.

2. Appointment of a Senior Patient Flow Manager to oversee site management & establishing a consistent and disciplined approach to capacity management throughout the day.

3. Protection of Medical Assessment Unit capacity where possible to ensure there are beds available to transfer patients from A&E when required. This has remained significantly challenging but has proved very effective when we have been able to sustain it.

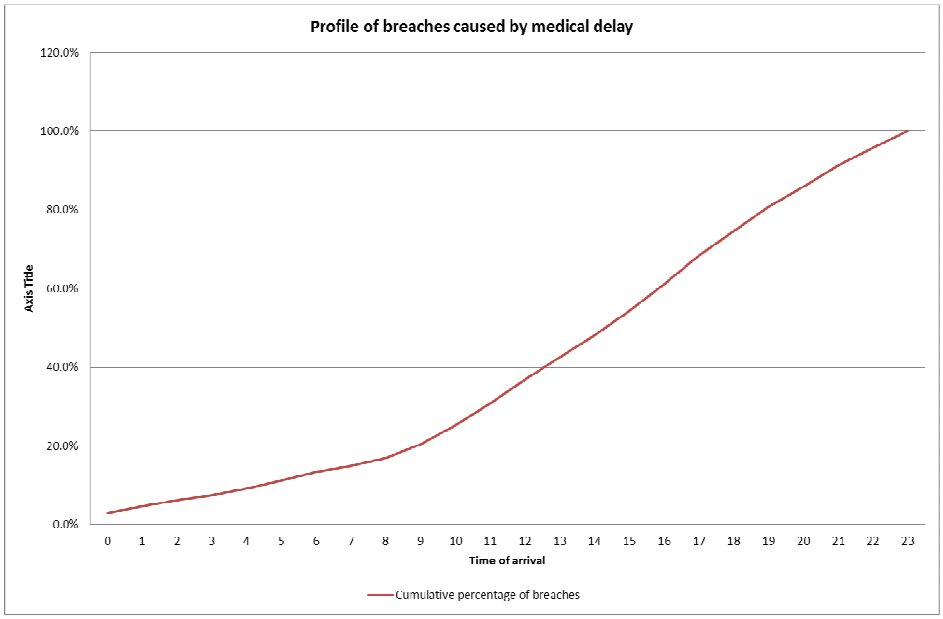
4. Development of plans (due for implementation from November) to cohort medically fit patients who have a discharge plan that is delayed. This will enable us to take a more focused approach, working with partners to resolve placement issues for these patients and removing them from specialist wards, therefore freeing specialist inpatient capacity.

4.1.2 Waiting for Specialist Opinion – Acute

Reasons for Breach

Breaches are recorded due to waiting specialist opinion when a specialist has taken over 1 hour to review a patient referred to them. The profile of these breaches (within the graph below, medical delays only) shows they tend to occur & increase after 10am correlating with the busiest times of the day when both A&E and MAU are at capacity. In addition, specialist ward rounds occur during the morning with specialist clinicians having clinical commitments during most afternoons.

The principal issue however is that patients remain in A&E waiting specialist opinion when they should be being assessed by the appropriate specialist on the appropriate assessment unit. The root cause of this breach reason is the lack of available assessment beds to transfer patients into.



Recovery Plan Activity

The principle activity within the recovery plan to resolve these breaches is the Acute Admissions Policy (C2007) as described above.

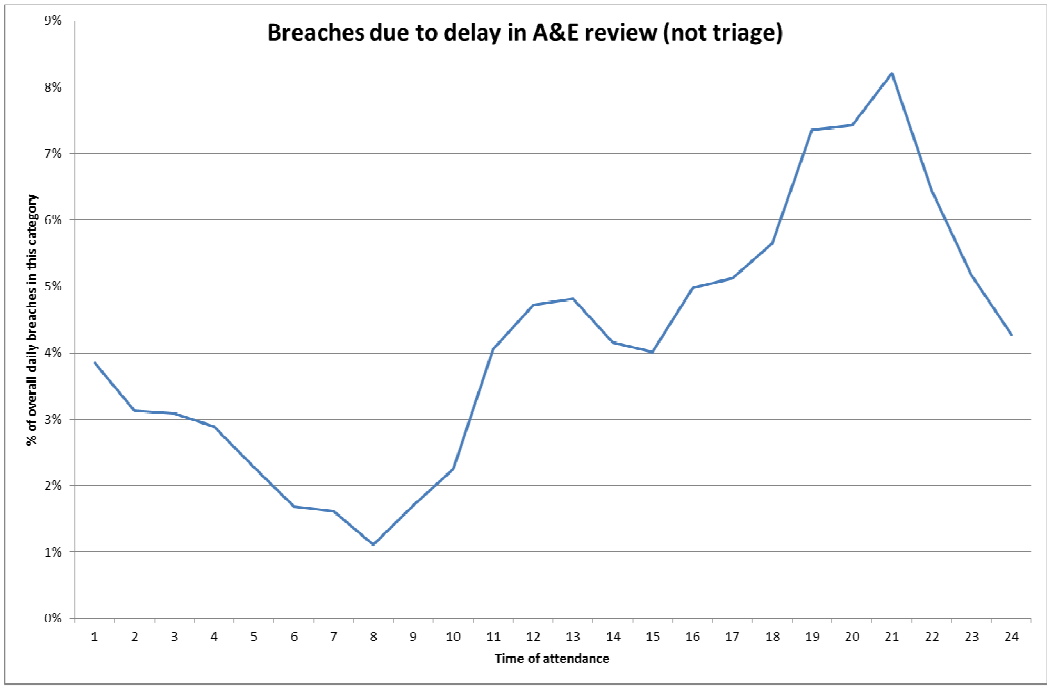
To be successful in reducing both medical bed and specialist opinion breaches, assessment capacity must be available. Therefore the recovery activities listed above to reduce bed occupancy will reduce breaches recorded due to Waiting for Specialist Opinion - Acute.

4.1.3 Wait for First Clinician (not triage) and A&E Assessment

Reasons for Breach

Breaches within these categories result primarily from the heightened level of activity within the A&E department. The secondary factor is due to the loss of the A&E Consultant from 8pm each evening.

The profile of these breaches over the day is shown below, indicating the correlation with the morning and early evening surges, but also showing a peak for attendances shortly after the evening handover & at the end of the Consultant shift.



Recovery Plan Activity

The recovery plan attempts to deal with these issues through the improvement of processes within the A&E department. The implementation of Point of Care testing, for example (C3025) is one intervention which should provide more rapid assessment of patients leading to quicker discharge and fewer patients overall within the department.

Although this is now in place, the implementation of this technology was significantly delayed due to implementation issues. Standard operating procedures for A&E covering streaming and Rapid Assessment & Treatment (RATing) were also implemented but have not had a noticeable impact reducing these breaches.

Continued overcrowding of the A&E department due to exit block remains the key challenge to address reducing breaches Waiting for First Clinician (not triage) and A&E Assessment.

4.1.4 Other (generally including Waiting for Diagnostics, Specialist Opinion - MH, Clinical & Patient Transport)

Reasons for Breach

These breaches occur as a result of difficulties in pursuing & escalating process delays when the A&E department is under a sustained level of pressure.

Recovery Plan Activity

C2015 : Trial of a Floor Manager in A&E – was an intervention to establish whether a supernumerary manager in A&E to oversee the department would be able to prevent breaches such as this and oversee the flow of the department.

This trial took place over 4 weeks and was found that in general the nurse in charge and nurse coordinator are well placed to tackle such issues and that an extra individual is not required. Joint working between different groups of clinical staff in the department was identified as requiring improvement, as was the availability of senior staff later in the evening.

There were also a number of issues identified with individual departments and services to improve efficiency & effectiveness which are being addressed. A review of A&E staffing throughout the day has been undertaken with the results currently being considered.

5 Urgent Care 4hr Standard – Current Recovery Plan

Successful implementation of the 4 hour Urgent Care Recovery Plan remains a top priority for the Trust with considerable resource, both clinical and non-clinical continuing to be committed to it.

Although desired reduction of breaches has not yet been fully realised, the key reasons for which being noted below, a number of key milestones are complete or are in progress;

C1001 : Delivery of an Urgent Care Centre (UCC)

The tendering process is complete with the preferred supplier now selected.

An unexpected delay has occurred due to the supplier's inability to mobilise within the programme's desired timescale & with a risk of being unable to recruit the right skill mix of staff. An opening date of 1 March 2016 has now been set, and mobilisation efforts will start on site on 1 December.

C2007 : Acute Admissions Policy Implementation

This has been jointly created by the Divisional Directors responsible for medicine and surgery (including orthopaedics), which has been approved by the Trust Executive Committee.

However, the barrier to breach reduction has been due to the lack of specialty assessment capacity.

C2015 : Trial of Floor Manager in A&E

The 4 week trial is now complete.

No breach reductions were allocated to this milestone, which was introduced to the plan in September. However, the barrier to improve the efficiency of A&E was found to be due to the lack of specialty assessment capacity & the availability of senior staff during the evening.

C3002 : Implementation of Rapid Assessment & Treatment

A standard operating procedure has been implemented with Rapid Assessment & Treatment shifts, led by a Consultant or senior Registrar rostered daily between 2pm & 9pm.

Unfortunately despite more efficient assessment & treatment the barrier to breach reduction has been due to the lack of specialty assessment capacity as patients requiring admission have to remain within A&E until a bed becomes available.

C3019 : Implementation of Point of Care Testing in A&E

Despite a lengthy delay to implementation this facility is now in use with backup D-dimer provision within MSSU.

Despite more efficient testing the barrier to breach reduction is similar to (C3002) Rapid Assessment & Treatment.

Objective 3A: Reduce delayed transfers of care

Overall we have not been able to demonstrate a reduction in DTOCs at St Peter's. Alamac data has been useful in determining the key reasons for this, and enabling efforts to be targeted on a daily basis, but systemic issues remain a challenge.

The current recovery plan includes an action for ASPH to introduce a shadow assessment and discharge notice process for Surrey residents, which is now in place.Since July we have been able to produce assessment and discharge notices of new admissions for Surrey residents.

Areas of the plan that are yet to be completed or have been delayed are;

C2002 : Implementation of a Paediatric Assessment Unit (PAU) co-located with Paediatric A&E

Delivery of the PAU is dependent on the UCC implementation from an estates perspective, and so has been delayed as a result. The resourcing of the Unit is also under review.

C3008 : Implementation of Acute Hub Operating Model

Continued poor patient flow from the acute hub has severely impeded the implementation of the agreed Standard Operating Procedures for the unit. This model includes the specific requirement for specialty in-reach to patients within MAU although as this activity does not address the challenge of flow out of the Acute Hub, its impact on reducing breaches has been limited.

C4002 : Implementation of 'Consultant of the Week' Models

The objective of this action was to achieve continual ward cover from a single Consultant over a period of 5 or 7 days. Full 7 day Consultant continuity is not in place for any ward at present, but is being planned for the Respiratory ward. There is 7 day Consultant ward cover for the Cardiology and Gastroenterology wards, but without continuity. The Gastroenterology Consultants are actively working on a plan to achieve continuity.

The OPAL team have a Consultant presence 7 days a week, usually with continuity over a number of days. In Stroke there is continual same Consultant cover across Monday to Friday, on a fortnightly rotation. The Care of the Elderly wards have 5 day Consultant cover with a degree of continuity although this is not always achieved due to vacancies and annual leave. Our long-stay general medical ward (Maple), has a twice weekly Consultant ward round with a daily Consultant-led board round, and there is continuity of Consultant cover over Monday to Friday.

A detailed plan to achieve continuity of Consultant care across the Acute Hub has been developed and is currently under consideration.

C4014 : Achievement of Peer Average / Upper Quartile LOS

The Trust has achieved improvements in LoS across all medical specialties but have been unable to achieve performance consistently comparable with our peers. Again, the continual presence of a high number of medically fit patients on specialty wards, leading to specialty outliers on the medical assessment unit, severely impedes our ability to achieve best-in-class length of stay. A more systemic solution is required.

5.1 What needs to be done to enable compliance by 31 December 2015?

Our analysis of the causes of breaches & of the implementation of the recovery plan to date indicates that efforts to enable the system to achieve the 4hr standard should now be focused in the following areas & welcome CCG support to achieve these;

- **Reducing Length of Stay and Improving Internal Patient Flow**
- **Reducing Demand, and**
- **Right- Sizing Bedded and Non-Bedded Capacity within the Trust & Community**

5.1 Reducing Length of Stay and Improving Internal Patient Flow

Given the significant challenges in tackling the number of medically fit patients at St Peter's it is important to strengthen the focus on internal patient flow and length of stay. This is likely to require a systemic intervention in the hospital to enable further improvements, as the outlying of patients in the wrong beds, coupled with the presence of medically fit patients in specialist inpatient beds prevents improvement measures achieving their full potential impact.

In addition to this we must provide more granular analysis of LoS and patient flow to enable clinical teams and individuals to self-assess their performance and determine the appropriate means of making improvements.

ASHP will take the following actions:

5.1.1 Internal reconfiguration of medical beds to enable patients to be placed correctly so that actions to improve LoS can achieve maximum impact.

5.1.2 Improve joint working between multi-agency teams to remove all delays to Medically Fit For Discharge (MFFD) patients leaving hospital.

5.1.3 Increasing the emphasis on the necessity of achieving minimal LoS (through enhanced medical leadership) & available community support (through communication & enhanced provision).

5.1.4 Provide improved, more granular data to individuals and teams.

Support needed from system partners is:

5.1.5 Active involvement in plans to improve management of medically fit patients who are delayed in hospital

5.1.6 Making better use of voluntary sector services to facilitate discharge.

5.2 Reducing Demand

Data collected via Alamac indicates there is a variance in conversion to admission across the week, with a higher rate tending to occur towards the end of the week (Thursday) than at the start (Monday).

This is indicative of variability in decision-making and suggests that general reductions in admission conversion could be possible. This would be a high-impact intervention as it would contribute directly to reducing bed occupancy and avoid the risk of hospital-derived harm occurring to patients.

ASHP will take the following actions:

5.2.1 Maximising the use of ambulatory care and community/outpatient alternatives to admission.

5.2.2 Reduction of variability in take Consultant and SpR performance on admission conversion.

5.2.3 Successful implementation of the Urgent Care Centre.

Support needed from system partners is:

5.2.4 Community prevention of attendance at A&E & necessity to admit.

5.2.5 Reducing the Ambulance conveyance rate to A&E by increasing see & treat and hear & treat.

5.2.6 Review of Rapid Response service to identify ways to maximise alternatives to admission.

5.3 Right-Sizing Bedded and Non-Bedded Capacity within the Trust and Community

The need to make improvements by which patients flow through the hospital and into the community are acknowledged. However improvements will only generate limited benefits on 4hr performance whilst capacity in the whole system remains insufficient.

We welcome and strongly support the review being undertaken by NW Surrey CCG into the demand for and supply of different types of care capacity & improvement across our locality.

ASHP will take the following actions:

5.3.1 Development of new types of capacity within Ashford and St Peters to appropriately accommodate patients who have been discharged from acute care, and specific patient groups where there are opportunities for greater efficiency (e.g. direct admissions to a specialist bed, creation of a medical day unit).

Support needed from system partners is:

5.3.2 Completion of system demand and capacity work being carried out by NW Surrey CCG & implementation of recommendations to address system deficiency. We believe it essential this work ensures capacity allocation can sufficiently deal with a reasonable proportion of maximum demand (e.g. 85 percentile) rather than an aggregated average. It is concerning current data collection appears to only be analysing at monthly average thereby making it impossible to plan for significant daily variance above this.

5.3.3 A programme of regular updates of whole health system demand and capacity profiling to sufficiently inform commissioning decisions.

5.3.4 Use of Alamac to demonstrate process inefficiencies throughout the system, enabling each provider organisation to maximise the efficiency of the capacity they are commissioned to manage & inform future commissioning decisions.

APPENDIX B

Monitor A&E Performance [September 2015] - All Trusts with Type 1 Attendances

				A&E Attendances			Emergency Admissions				
	Code	Region	Name	Type 1 Departments - Major A&E	Total attendances	Percentage in 4 hours or less (all)	Total Emergency Admissions via A&E	Other Emergency admissions (i.e not via A&E)	Total Emergency Admissions	Number of patients spending >4 hours from decision to admit to admission	Number of patients spending >12 hours from decision to admit to admission
1	RNA	Midlands and East Of England Commissioning Reg	The Dudley Group NHS Foundation Trust	8,028	12,968	98.8%	2,447	1,043	3,490	14	0
2	RLT	Midlands and East Of England Commissioning Reg	George Eliot Hospital NHS Trust	5,627	5,627	98.7%	1,163	74	1,237	22	0
3	RC9	Midlands and East Of England Commissioning Reg	Luton And Dunstable University Hospital NHS Foundation Trust	7,518	10,438	98.3%	2,062	1,065	3,127	0	0
4	RCU	North of England Commissioning Region	Sheffield Children's NHS Foundation Trust	4,381	4,381	98.1%	680	387	1,067	0	0
5	RJF	Midlands and East Of England Commissioning Reg	Burton Hospitals NHS Foundation Trust	5,083	9,743	98.0%	1,442	603	2,045	17	0
6	RXP	North of England Commissioning Region	County Durham And Darlington NHS Foundation Trust	10,479	23,477	97.8%	2,921	1,796	4,717	126	0
7	RTF	North of England Commissioning Region	Northumbria Healthcare NHS Foundation Trust	13,822	15,838	97.5%	3,820	402	4,222	0	0
8	RTR	North of England Commissioning Region	South Tees Hospitals NHS Foundation Trust	10,498	15,958	97.3%	1,942	1,961	3,903	39	0
9	RJN	North of England Commissioning Region	East Cheshire NHS Trust	3,824	4,344	97.2%	819	377	1,196	4	0
10	RTP	South of England Commissioning Region	Surrey And Sussex Healthcare NHS Trust	7,392	7,392	97.1%	2,473	437	2,910	70	0
11	RCF	North of England Commissioning Region	Airedale NHS Foundation Trust	4,525	4,525	97.1%	919	731	1,650	6	0
12	RBD	South of England Commissioning Region	Dorset County Hospital NHS Foundation Trust	3,560	3,560	96.9%	1,130	532	1,662	8	0
13	RJC	Midlands and East Of England Commissioning Reg	South Warwickshire NHS Foundation Trust	4,863	5,476	96.8%	1,443	289	1,732	6	0
14	RVW	North of England Commissioning Region	North Tees And Hartlepool NHS Foundation Trust	5,828	7,466	96.8%	1,428	1,796	3,224	4	0
15	RRF	North of England Commissioning Region	Wrightington, Wigan And Leigh NHS Foundation Trust	7,402	7,402	96.8%	2,073	124	2,197	2	0
16	RQQ	Midlands and East Of England Commissioning Reg	Hinchingbrooke Health Care NHS Trust	3,798	3,798	96.7%	925	262	1,187	13	0
17	RQX	London Commissioning Region	Homerton University Hospital NHS Foundation Trust	9,552	9,552	96.7%	1,464	238	1,702	34	0
18	RD8	Midlands and East Of England Commissioning Reg	Milton Keynes Hospital NHS Foundation Trust	6,745	11,028	96.4%	1,393	819	2,212	70	0
19	RGP	Midlands and East Of England Commissioning Reg	James Paget University Hospitals NHS Foundation Trust	5,788	5,788	96.4%	1,013	295	1,308	20	0
20	RK5	Midlands and East Of England Commissioning Reg	Sherwood Forest Hospitals NHS Foundation Trust	8,035	11,527	96.4%	2,357	408	2,765	32	0
21	RGR	Midlands and East Of England Commissioning Reg	West Suffolk NHS Foundation Trust	5,305	5,305	96.3%	1,462	628	2,090	3	0
22	RBS	North of England Commissioning Region	Alder Hey Children's NHS Foundation Trust	4,540	4,540	96.3%	617	281	898	0	0
23	RC1	Midlands and East Of England Commissioning Reg	Bedford Hospital NHS Trust	5,608	5,608	96.1%	1,369	284	1,653	26	0
24	RQ3	Midlands and East Of England Commissioning Reg	Birmingham Children's Hospital NHS Foundation Trust	4,216	4,216	96.0%	969	273	1,242	0	0
25	RXN	North of England Commissioning Region	Lancashire Teaching Hospitals NHS Foundation Trust	10,903	10,903	96.0%	1,902	1,649	3,551	45	0
26	RE9	North of England Commissioning Region	South Tyneside NHS Foundation Trust	5,089	5,089	96.0%	1,150	20	1,170	44	0
27	RGN	Midlands and East Of England Commissioning Reg	Peterborough And Stamford Hospitals NHS Foundation Trust	7,340	8,073	95.9%	2,402	598	3,000	27	0
28	RD3	South of England Commissioning Region	Poole Hospital NHS Foundation Trust	5,356	5,356	95.8%	1,457	1,213	2,670	9	0
29	RGQ	Midlands and East Of England Commissioning Reg	Ipswich Hospital NHS Trust	6,819	6,819	95.7%	1,815	841	2,656	7	0
30	RQM	London Commissioning Region	Chelsea And Westminster Hospital NHS Foundation Trust	14,808	21,183	95.7%	3,431	366	3,797	91	0
31	RAS	London Commissioning Region	The Hillingdon Hospitals NHS Foundation Trust	4,812	12,732	95.6%	1,939	246	2,185	21	0
32	RFS	Midlands and East Of England Commissioning Reg	Chesterfield Royal Hospital NHS Foundation Trust	6,305	6,305	95.6%	1,671	977	2,648	48	0
33	RXL	North of England Commissioning Region	Blackpool Teaching Hospitals NHS Foundation Trust	7,210	16,518	95.6%	1,693	1,056	2,749	149	0
34	RJL	North of England Commissioning Region	Northern Lincolnshire And Goole NHS Foundation Trust	10,680	12,313	95.5%	2,504	591	3,095	91	0
35	RQ6	North of England Commissioning Region	Royal Liverpool And Broadgreen University Hospitals NHS Trust	7,724	19,523	95.4%	2,477	816	3,293	0	0
36	RAL	London Commissioning Region	Royal Free London NHS Foundation Trust	17,850	20,852	95.4%	4,033	610	4,643	321	0
37	RA4	South of England Commissioning Region	Yeovil District Hospital NHS Foundation Trust	3,804	3,804	95.4%	1,139	367	1,506	0	0
38	RWY	North of England Commissioning Region	Calderdale And Huddersfield NHS Foundation Trust	12,106	12,106	95.4%	2,458	1,153	3,611	138	0
39	RKB	Midlands and East Of England Commissioning Reg	University Hospitals Coventry And Warwickshire NHS Trust	11,236	15,177	95.4%	3,880	1,115	4,995	75	0
40	RAE	North of England Commissioning Region	Bradford Teaching Hospitals NHS Foundation Trust	10,641	10,641	95.3%	2,647	1,161	3,808	57	0
41	RHW	South of England Commissioning Region	Royal Berkshire NHS Foundation Trust	8,442	9,715	95.3%	2,568	708	3,276	110	0
42	RTG	Midlands and East Of England Commissioning Reg	Derby Teaching Hospitals NHS Foundation Trust	10,726	14,303	95.2%	3,125	1,392	4,517	56	0
43	RNZ	South of England Commissioning Region	Salisbury NHS Foundation Trust	3,869	3,869	95.1%	994	760	1,754	20	0
44	RR8	North of England Commissioning Region	Leeds Teaching Hospitals NHS Trust	16,676	18,760	95.1%	5,997	1,072	7,069	171	0
45	RKE	London Commissioning Region	The Whittington Hospital NHS Trust	7,677	7,677	95.0%	1,169	124	1,293	81	0
46	RR7	North of England Commissioning Region	Gateshead Health NHS Foundation Trust	7,035	9,339	95.0%	1,670	619	2,289	36	0
47	RCD	North of England Commissioning Region	Harrogate And District NHS Foundation Trust	3,866	4,492	94.9%	864	610	1,474	5	0
48	RBZ	South of England Commissioning Region	Northern Devon Healthcare NHS Trust	3,699	10,825	94.9%	1,111	397	1,508	101	0
49	RYR	South of England Commissioning Region	Western Sussex Hospitals NHS Foundation Trust	11,279	11,279	94.8%	2,899	1,168	4,067	142	0
50	RXR	North of England Commissioning Region	East Lancashire Hospitals NHS Trust	9,042	16,031	94.8%	3,271	1,260	4,531	218	0
51	RTD	North of England Commissioning Region	The Newcastle Upon Tyne Hospitals NHS Foundation Trust	9,878	15,370	94.7%	2,512	2,419	4,931	135	0
52	RH8	South of England Commissioning Region	Royal Devon And Exeter NHS Foundation Trust	9,007	9,007	94.5%	2,338	709	3,047	0	0
53	RBT	North of England Commissioning Region	Mid Cheshire Hospitals NHS Foundation Trust	4,940	6,859	94.5%	1,744	1,063	2,807	1	0
54	RVR	London Commissioning Region	Epsom And St Helier University Hospitals NHS Trust	11,841	12,227	94.5%	2,866	161	3,027	179	0
55	RP5	North of England Commissioning Region	Doncaster And Bassetlaw Hospitals NHS Foundation Trust	11,527	14,399	94.4%	2,882	1,332	4,214	486	0
56	RW3	North of England Commissioning Region	Central Manchester University Hospitals NHS Foundation Trust	12,155	24,883	94.4%	3,801	531	4,332	451	0
57	RLN	North of England Commissioning Region	City Hospitals Sunderland NHS Foundation Trust	6,758	11,132	94.4%	2,499	918	3,417	93	0
58	RFF	North of England Commissioning Region	Barnsley Hospital NHS Foundation Trust	6,755	6,755	94.1%	1,890	692	2,582	97	0
59	RFR	North of England Commissioning Region	The Rotherham NHS Foundation Trust	6,230	6,230	93.9%	1,297	598	1,895	17	0
60	RBA	South of England Commissioning Region	Taunton And Somerset NHS Foundation Trust	5,126	5,126	93.8%	1,520	1,385	2,905	20	0
61	RDZ	South of England Commissioning Region	The Royal Bournemouth And Christchurch Hospitals NHS Foundat	5,914	7,286	93.8%	1,848	903	2,751	120	0
62	RJR	North of England Commissioning Region	Countess Of Chester Hospital NHS Foundation Trust	6,007	6,722	93.8%	1,852	613	2,465	184	0
63	RTX	North of England Commissioning Region	University Hospitals Of Morecambe Bay NHS Foundation Trust	7,281	8,819	93.8%	2,169	1,047	3,216	128	1
64	RXK	Midlands and East Of England Commissioning Reg	Sandwell And West Birmingham Hospitals NHS Trust	13,329	18,187	93.7%	3,245	820	4,065	20	0
65	RXQ	South of England Commissioning Region	Buckinghamshire Healthcare NHS Trust	6,572	11,048	93.7%	2,006	1,295	3,301	148	0
66	RDU	South of England Commissioning Region	Frimley Health NHS Foundation Trust	18,800	18,800	93.7%	5,590	989	6,579	254	0
67	RRK	Midlands and East Of England Commissioning Reg	University Hospitals Birmingham NHS Foundation Trust	8,619	8,619	93.6%	2,546	1,140	3,686	61	0
68	RGT	Midlands and East Of England Commissioning Reg	Cambridge University Hospitals NHS Foundation Trust	8,777	12,012	93.5%	3,148	592	3,740	0	0
69	RYJ	London Commissioning Region	Imperial College Healthcare NHS Trust	9,129	22,773	93.5%	3,563	1,393	4,956	127	0
70	RMC	North of England Commissioning Region	Bolton NHS Foundation Trust	9,215	9,215	93.4%	2,064	946	3,010	130	0
71	RXC	South of England Commissioning Region	East Sussex Healthcare NHS Trust	8,686	11,232	93.3%	2,576	558	3,134	117	0
72	RL4	Midlands and East Of England Commissioning Reg	The Royal Wolverhampton NHS Trust	10,097	14,111	93.1%	2,457	1,612	4,069	304	0
73	RRV	London Commissioning Region	University College London Hospitals NHS Foundation Trust	11,007	11,007	93.0%	1,680	623	2,303	95	0
74	RM3	North of England Commissioning Region	Salford Royal NHS Foundation Trust	8,069	8,069	92.9%	2,825	250	3,075	88	0
75	RN3	South of England Commissioning Region	Great Western Hospitals NHS Foundation Trust	6,354	11,459	92.8%	2,211	889	3,100	251	0
76	RCX	Midlands and East Of England Commissioning Reg	The Queen Elizabeth Hospital, King's Lynn, NHS Foundation Trust	4,969	4,969	92.7%	1,692	850	2,542	101	0
77	RHM	South of England Commissioning Region	University Hospital Southampton NHS Foundation Trust	7,577	9,147	92.7%	3,031	1,693	4,724	147	0
78	REM	North of England Commissioning Region	Aintree University Hospital NHS Foundation Trust	6,377	12,125	92.6%	1,894	1,141	3,035	350	0
79	RX1	Midlands and East Of England Commissioning Reg	Nottingham University Hospitals NHS Trust	13,953	15,468	92.5%	3,818	2,190	6,008	83	0
80	RVY	North of England Commissioning Region	Southport And Ormskirk Hospital NHS Trust	6,126	9,816	92.4%	1,849	105	1,954	174	0
81	RJ1	London Commissioning Region	Guy's And St Thomas' NHS Foundation Trust	11,433	15,045	92.2%	2,656	420	3,076	104	0
82	RWW	North of England Commissioning Region	Warrington And Halton Hospitals NHS Foundation Trust	6,851	9,754	91.7%	1,898	856	2,754	261	0
83	RA7	South of England Commissioning Region	University Hospitals Bristol NHS Foundation Trust	8,563	10,331	91.7%	2,738	650	3,388	293	0
84	RA2	South of England Commissioning Region	Royal Surrey County Hospital NHS Foundation Trust	5,520	5,880	91.6%	1,797	180	1,977	0	0
85	RTK	South of England Commissioning Region	Ashford And St Peter's Hospitals NHS Foundation Trust	7,859	12,223	91.6%	1,906	123	2,029	228	0
86	RAX	London Commissioning Region	Kingston Hospital NHS Foundation Trust	8,239	9,152	91.5%	1,587	537	2,124	0	0
87	RWJ	North of England Commissioning Region	Stockport NHS Foundation Trust	7,708	7,708	91.5%	2,507	994	3,501	183	0
88	RA3	South of England Commissioning Region	Weston Area Health NHS Trust	4,617	4,617	91.4%	1,194	108	1,302	12	0
89	RNL	North of England Commissioning Region	North Cumbria University Hospitals NHS Trust	7,018	7,018	91.4%	1,680	990	2,670	105	0
90	RBN	North of England Commissioning Region	St Helens And Knowsley Hospitals NHS Trust	8,562	11,579	91.4%	3,004	945	3,949	97	0
91	RN7	South of England Commissioning Region	Dartford And Gravesham NHS Trust	7,926	7,926	91.4%	2,230	178	2,408	98	0
92	RR1	Midlands and East Of England Commissioning Reg	Heart Of England NHS Foundation Trust	17,500	21,126	90.9%	6,718	1,459	8,177	482	0
93	RF4	London Commissioning Region	Barking, Havering And Redbridge University Hospitals NHS Trust	18,459	21,627	90.8%	4,560	48	4,608	138	0
94	RJ7	London Commissioning Region	St George's University Hospitals NHS Foundation Trust	12,328	13,799	90.7%	3,313	581	3,894	0	0
95	RJ6	London Commissioning Region	Croydon Health Services NHS Trust	5,809	9,288	90.6%	2,479	261	2,740	118	0
96	RTH	South of England Commissioning Region	Oxford University Hospitals NHS Trust	10,360	11,823	90.6%	3,175	2,354	5,529	184	0
97	RNS	Midlands and East Of England Commissioning Reg	Northampton General Hospital NHS Trust	8,362	9,311	90.4%	2,580	845	3,425	175	0
98	RWE	Midlands and East Of England Commissioning Reg	University Hospitals Of Leicester NHS Trust	11,188	18,320	90.3%	3,251	3,788	7,039	25	0
99	RA9	South of England Commissioning Region	South Devon Healthcare NHS Foundation Trust	6,087	6,087	90.2%	2,259	428	2,687	84	0
100	RWD	Midlands and East Of England Commissioning Reg	United Lincolnshire Hospitals NHS Trust	13,353	13,353	90.2%	3,244	1,367	4,611	86	0
101	RBL	North of England Commissioning Region	Wirral University Teaching Hospital NHS Foundation Trust	7,705	10,238	90.2%	2,393	1,489	3,882	304	0
102	RN5	South of England Commissioning Region	Hampshire Hospitals NHS Foundation Trust	8,753	9,962	90.1%	1,793	859	2,652	583	0
103	RJ2	London Commissioning Region	Lewisham And Greenwich NHS Trust	17,392	21,733	90.0%	3,985	842	4,827	367	0
104	RAJ	Midlands and East Of England Commissioning Reg	Southend University Hospital NHS Foundation Trust	9,074	9,074	90.0%	1,981	723	2,704	169	0
105	RJZ	London Commissioning Region	King's College Hospital NHS Foundation Trust	16,576	24,055	89.9%	4,761	549	5,310	340	0
106	RCB	North of England Commissioning Region	York Teaching Hospital NHS Foundation Trust	10,443	16,308	89.7%	2,902	1,574	4,476	75	0
107	RWF	South of England Commissioning Region	Maidstone And Tunbridge Wells NHS Trust	11,069	11,069	89.2%	2,863	349	3,212	416	0
108	RTE	South of England Commissioning Region	Gloucestershire Hospitals NHS Foundation Trust	10,747	10,747	89.1%	3,748	643	4,391	238	0
109	R1H	London Commissioning Region	Barts Health NHS Trust	25,851	37,324	89.0%	6,561	1,353	7,914	869	0
110	RVJ	South of England Commissioning Region	North Bristol NHS Trust	7,049	7,049	88.5%	2,305	1,175	3,480	307	0
111	R1K	London Commissioning Region	London North West Healthcare NHS Trust	10,674	26,590	88.5%	4,517	523	5,040	1,307	0
112	RJE	Midlands and East Of England Commissioning Reg	University Hospitals Of North Midlands NHS Trust	10,946	19,591	88.5%	4,775	1,883	6,658	536	0
113	RM1	Midlands and East Of England Commissioning Reg	Norfolk And Norwich University Hospitals NHS Foundation Trust	8,945	9,953	88.4%	2,836	1,965	4,801	126	0
114	RDD	Midlands and East Of England Commissioning Reg	Basildon And Thurrock University Hospitals NHS Foundation Trust	10,173	10,173	88.3%	2,078	267	2,345	212	0
115	RWG	Midlands and East Of England Commissioning Reg	West Hertfordshire Hospitals NHS Trust	7,352	11,523	87.7%	2,591	733	3,324	520	0
116	RMP	North of England Commissioning Region	Tameside Hospital NHS Foundation Trust	7,037	7,037	87.7%	1,765	367	2,132	192	0
117	RWP	Midlands and East Of England Commissioning Reg	Worcestershire Acute Hospitals NHS Trust	10,065	15,455	87.7%	2,835	1,002	3,837	694	0
118	RM2	North of England Commissioning Region	University Hospital Of South Manchester NHS Foundation Trust	7,924	7,924	87.6%	2,630	669	3,299	398	1
119	RXW	Midlands and East Of England Commissioning Reg	Shrewsbury And Telford Hospital NHS Trust	9,771	10,500	87.5%	2,014	2,077	4,091	299	0
120	RXF	North of England Commissioning Region	Mid Yorkshire Hospitals NHS Trust	19,120	19,120	87.5%	4,258	1,035	5,293	1,248	0
121	RVV	South of England Commissioning Region	East Kent Hospitals University NHS Foundation Trust	11,618	16,501	87.4%	4,340	1,173	5,513	110	2
122	RLQ	Midlands and East Of England Commissioning Reg	Wye Valley NHS Trust	4,588	7,614	87.1%	962	324	1,286	199	0
123	RPA	South of England Commissioning Region	Medway NHS Foundation Trust	8,343	8,343	86.7%	1,523	969	2,492	305	0
124	RAP	London Commissioning Region	North Middlesex University Hospital NHS Trust	13,443	13,443	86.7%	2,538	289	2,827	472	0
125	RBK	Midlands and East Of England Commissioning Reg	Walsall Healthcare NHS Trust	6,551	10,402	86.6%	1,792	735	2,527	402	0
126	RNQ	Midlands and East Of England Commissioning Reg	Kettering General Hospital NHS Foundation Trust	6,698	6,698	86.3%	1,637	939	2,576	198	0
127	RQ8	Midlands and East Of England Commissioning Reg	Mid Essex Hospital Services NHS Trust	6,971	7,434	86.3%	2,004	661	2,665	175	0
128	R1F	South of England Commissioning Region	Isle Of Wight NHS Trust	3,447	5,347	86.0%	694	177	871	337	16
129	RW6	North of England Commissioning Region	Pennine Acute Hospitals NHS Trust	21,382	25,628	85.9%	4,579	1,672	6,251	909	1
130	RWH	Midlands and East Of England Commissioning Reg	East And North Hertfordshire NHS Trust	8,286	12,274	85.9%	3,294	796	4,090	0	0
131	REF	South of England Commissioning Region	Royal Cornwall Hospitals NHS Trust	5,196	6,865	85.5%	2,136	1,178	3,314	345	0
132	RD1	South of England Commissioning Region	Royal United Hospitals Bath NHS Foundation Trust	5,783	6,790	85.5%	2,171	940	3,111	461	1
133	RXH	South of England Commissioning Region	Brighton And Sussex University Hospitals NHS Trust	12,152	13,392	85.1%	3,233	473	3,706	355	2
134	RHU	South of England Commissioning Region	Portsmouth Hospitals NHS Trust	9,124	11,682	83.9%	3,360	1,180	4,540	639	0
135	RQW	Midlands and East Of England Commissioning Reg	The Princess Alexandra Hospital NHS Trust	8,130	8,315	83.5%	2,129	444	2,573	379	0
136	RK9	South of England Commissioning Region	Plymouth Hospitals NHS Trust	7,847	7,847	82.5%	2,430	1,315	3,745	257	0
137	RWA	North of England Commissioning Region	Hull And East Yorkshire Hospitals NHS Trust	9,909	11,087	82.1%	1,294	2,812	4,106	556	0
138	RDE	Midlands and East Of England Commissioning Reg	Colchester Hospital University NHS Foundation Trust	6,649	6,649	77.3%	2,240	1,046	3,286	518	1

APPENDIX B

Monitor A&E Performance Trends [Q1 to Sept 2015] - All Trusts with Type 1 Attendances

			A&E Attendances					
	Region	Name	Q1 Percentage in 4 hours or less (all)	July Percentage in 4 hours or less (all)	August Percentage in 4 hours or less (all)	September Percentage in 4 hours or less (all)	Sparkline	Sept vs Aug Var
1	South of England Commissioning Region	South Devon Healthcare NHS Foundation Trust	91.5%	91.1%	79.8%	90.2%		10.4%
2	South of England Commissioning Region	Medway NHS Foundation Trust	92.9%	86.7%	77.9%	86.7%		8.8%
3	South of England Commissioning Region	University Hospital Southampton NHS Foundation Trust	90.9%	92.5%	85.6%	92.7%		7.1%
4	North of England Commissioning Region	The Rotherham NHS Foundation Trust	95.7%	93.7%	88.6%	93.9%		5.3%
5	South of England Commissioning Region	Gloucestershire Hospitals NHS Foundation Trust	93.0%	93.8%	86.1%	89.1%		3.0%
6	North of England Commissioning Region	Wrightington, Wigan And Leigh NHS Foundation Trust	97.9%	98.0%	94.1%	96.8%		2.7%
7	North of England Commissioning Region	East Cheshire NHS Trust	92.2%	94.5%	94.8%	97.2%		2.4%
8	South of England Commissioning Region	Dorset County Hospital NHS Foundation Trust	95.3%	95.8%	94.6%	96.9%		2.2%
9	Midlands and East Of England Commissioning	Sherwood Forest Hospitals NHS Foundation Trust	96.1%	97.1%	94.2%	96.4%		2.1%
10	Midlands and East Of England Commissioning	West Suffolk NHS Foundation Trust	95.0%	95.7%	94.3%	96.3%		2.0%
11	North of England Commissioning Region	North Tees And Hartlepool NHS Foundation Trust	96.2%	95.5%	94.8%	96.8%		2.0%
12	North of England Commissioning Region	Northern Lincolnshire And Goole NHS Foundation Trust	94.6%	96.4%	93.6%	95.5%		2.0%
13	Midlands and East Of England Commissioning	George Eliot Hospital NHS Trust	95.3%	97.8%	96.8%	98.7%		1.9%
14	Midlands and East Of England Commissioning	The Princess Alexandra Hospital NHS Trust	91.3%	85.9%	81.7%	83.5%		1.8%
15	London Commissioning Region	The Hillingdon Hospitals NHS Foundation Trust	95.4%	94.8%	94.0%	95.6%		1.7%
16	North of England Commissioning Region	Lancashire Teaching Hospitals NHS Foundation Trust	95.4%	94.9%	94.4%	96.0%		1.5%
17	North of England Commissioning Region	East Lancashire Hospitals NHS Trust	93.5%	94.8%	93.3%	94.8%		1.5%
18	Midlands and East Of England Commissioning	Ipswich Hospital NHS Trust	95.7%	95.3%	94.4%	95.7%		1.4%
19	Midlands and East Of England Commissioning	Cambridge University Hospitals NHS Foundation Trust	86.0%	89.8%	92.3%	93.5%		1.2%
20	North of England Commissioning Region	Hull And East Yorkshire Hospitals NHS Trust	73.2%	86.2%	80.9%	82.1%		1.2%
21	South of England Commissioning Region	East Sussex Healthcare NHS Trust	92.8%	95.6%	92.3%	93.3%		1.0%
22	Midlands and East Of England Commissioning	United Lincolnshire Hospitals NHS Trust	88.3%	91.4%	89.2%	90.2%		1.0%
23	South of England Commissioning Region	Surrey And Sussex Healthcare NHS Trust	95.9%	94.3%	96.1%	97.1%		1.0%
24	South of England Commissioning Region	Poole Hospital NHS Foundation Trust	95.5%	95.6%	94.8%	95.8%		0.9%
25	Midlands and East Of England Commissioning	Milton Keynes Hospital NHS Foundation Trust	95.2%	95.1%	95.6%	96.4%		0.9%
26	North of England Commissioning Region	Mid Yorkshire Hospitals NHS Trust	89.8%	93.3%	86.7%	87.5%		0.8%
27	South of England Commissioning Region	Plymouth Hospitals NHS Trust	87.1%	83.4%	81.7%	82.5%		0.8%
28	Midlands and East Of England Commissioning	Hinchingbrooke Health Care NHS Trust	92.7%	97.7%	96.1%	96.7%		0.6%
29	Midlands and East Of England Commissioning	James Paget University Hospitals NHS Foundation Trust	95.3%	95.0%	95.9%	96.4%		0.5%
30	London Commissioning Region	Barking, Havering And Redbridge University Hospitals NHS Trust	93.4%	95.6%	90.3%	90.8%		0.5%
31	South of England Commissioning Region	Royal Surrey County Hospital NHS Foundation Trust	95.1%	95.7%	91.2%	91.6%		0.4%
32	North of England Commissioning Region	South Tees Hospitals NHS Foundation Trust	94.6%	96.4%	97.0%	97.3%		0.3%
33	Midlands and East Of England Commissioning	Burton Hospitals NHS Foundation Trust	94.6%	96.0%	97.8%	98.0%		0.3%
34	North of England Commissioning Region	Bradford Teaching Hospitals NHS Foundation Trust	94.3%	95.4%	95.1%	95.3%		0.2%
35	Midlands and East Of England Commissioning	The Dudley Group NHS Foundation Trust	99.2%	99.6%	98.6%	98.8%		0.2%
36	Midlands and East Of England Commissioning	Heart Of England NHS Foundation Trust	88.2%	93.4%	90.7%	90.9%		0.2%
37	London Commissioning Region	Homerton University Hospital NHS Foundation Trust	95.6%	94.2%	96.5%	96.7%		0.2%
38	North of England Commissioning Region	County Durham And Darlington NHS Foundation Trust	94.1%	96.9%	97.7%	97.8%		0.1%
39	Midlands and East Of England Commissioning	Southend University Hospital NHS Foundation Trust	93.7%	90.9%	89.9%	90.0%		0.1%
40	South of England Commissioning Region	Royal United Hospitals Bath NHS Foundation Trust	92.5%	87.2%	85.4%	85.5%		0.1%
41	South of England Commissioning Region	Yeovil District Hospital NHS Foundation Trust	95.6%	97.6%	95.3%	95.4%		0.1%
42	South of England Commissioning Region	Hampshire Hospitals NHS Foundation Trust	91.9%	92.9%	90.1%	90.1%		0.0%
43	North of England Commissioning Region	Calderdale And Huddersfield NHS Foundation Trust	95.0%	95.4%	95.4%	95.4%		0.0%
44	North of England Commissioning Region	Northumbria Healthcare NHS Foundation Trust	97.7%	97.9%	97.5%	97.5%		0.0%
45	London Commissioning Region	West Middlesex University Hospital NHS Trust	95.5%	96.4%	97.4%	not available		0.0%
46	North of England Commissioning Region	Sheffield Teaching Hospitals NHS Foundation Trust	95.1%	94.5%	94.3%	not available		0.0%
47	South of England Commissioning Region	Ashford And St Peter's Hospitals NHS Foundation Trust	93.3%	93.2%	91.6%	91.6%		0.0%
48	North of England Commissioning Region	Doncaster And Bassetlaw Hospitals NHS Foundation Trust	95.1%	96.7%	94.4%	94.4%		0.0%
49	Midlands and East Of England Commissioning	Peterborough And Stamford Hospitals NHS Foundation Trust	90.4%	95.8%	96.0%	95.9%		0.0%
50	South of England Commissioning Region	Taunton And Somerset NHS Foundation Trust	97.2%	96.4%	93.9%	93.8%		0.0%
51	Midlands and East Of England Commissioning	Derby Teaching Hospitals NHS Foundation Trust	95.2%	96.0%	95.3%	95.2%		-0.1%
52	London Commissioning Region	Guy's And St Thomas' NHS Foundation Trust	95.4%	95.6%	92.4%	92.2%		-0.2%
53	Midlands and East Of England Commissioning	University Hospitals Of Leicester NHS Trust	92.6%	92.2%	90.6%	90.3%		-0.2%
54	North of England Commissioning Region	Alder Hey Children's NHS Foundation Trust	97.8%	93.1%	96.5%	96.3%		-0.3%
55	Midlands and East Of England Commissioning	Kettering General Hospital NHS Foundation Trust	84.5%	92.4%	86.6%	86.3%		-0.3%
56	South of England Commissioning Region	Great Western Hospitals NHS Foundation Trust	95.4%	97.2%	93.2%	92.8%		-0.4%
57	Midlands and East Of England Commissioning	Chesterfield Royal Hospital NHS Foundation Trust	95.3%	95.6%	96.0%	95.6%		-0.4%
58	North of England Commissioning Region	Harrogate And District NHS Foundation Trust	96.5%	96.7%	95.4%	94.9%		-0.5%
59	North of England Commissioning Region	Airedale NHS Foundation Trust	95.7%	95.8%	97.6%	97.1%		-0.5%
60	North of England Commissioning Region	Sheffield Children's NHS Foundation Trust	98.7%	99.0%	98.6%	98.1%		-0.5%
61	South of England Commissioning Region	Royal Cornwall Hospitals NHS Trust	83.7%	88.9%	86.1%	85.5%		-0.5%
62	Midlands and East Of England Commissioning	Luton And Dunstable University Hospital NHS Foundation Trust	99.0%	99.2%	98.8%	98.3%		-0.5%
63	North of England Commissioning Region	City Hospitals Sunderland NHS Foundation Trust	95.1%	96.1%	94.9%	94.4%		-0.5%
64	London Commissioning Region	London North West Healthcare NHS Trust	91.0%	90.2%	89.0%	88.5%		-0.6%
65	North of England Commissioning Region	South Tyneside NHS Foundation Trust	92.5%	95.0%	96.6%	96.0%		-0.6%
66	North of England Commissioning Region	Gateshead Health NHS Foundation Trust	95.2%	96.6%	95.7%	95.0%		-0.6%
67	Midlands and East Of England Commissioning	Bedford Hospital NHS Trust	97.6%	96.9%	96.7%	96.1%		-0.6%
68	Midlands and East Of England Commissioning	Nottingham University Hospitals NHS Trust	95.6%	94.1%	93.2%	92.5%		-0.7%
69	Midlands and East Of England Commissioning	University Hospitals Birmingham NHS Foundation Trust	95.9%	94.4%	94.3%	93.6%		-0.7%
70	London Commissioning Region	Royal Free London NHS Foundation Trust	97.1%	95.9%	96.2%	95.4%		-0.7%
71	South of England Commissioning Region	Royal Devon And Exeter NHS Foundation Trust	95.2%	96.3%	95.3%	94.5%		-0.7%
72	South of England Commissioning Region	Maidstone And Tunbridge Wells NHS Trust	90.9%	91.2%	89.9%	89.2%		-0.7%
73	London Commissioning Region	The Whittington Hospital NHS Trust	94.1%	95.1%	95.8%	95.0%		-0.8%
74	South of England Commissioning Region	Royal Berkshire NHS Foundation Trust	95.9%	95.7%	96.1%	95.3%		-0.9%
75	South of England Commissioning Region	Salisbury NHS Foundation Trust	96.2%	97.5%	95.9%	95.1%		-0.9%
76	North of England Commissioning Region	Stockport NHS Foundation Trust	93.4%	94.8%	92.5%	91.5%		-1.0%
77	North of England Commissioning Region	Leeds Teaching Hospitals NHS Trust	96.8%	96.2%	96.2%	95.1%		-1.1%
78	Midlands and East Of England Commissioning	Worcestershire Acute Hospitals NHS Trust	88.1%	88.4%	88.8%	87.7%		-1.2%
79	South of England Commissioning Region	East Kent Hospitals University NHS Foundation Trust	88.4%	86.4%	88.6%	87.4%		-1.2%
80	North of England Commissioning Region	Central Manchester University Hospitals NHS Foundation Trust	95.3%	96.4%	95.6%	94.4%		-1.2%
81	London Commissioning Region	Epsom And St Helier University Hospitals NHS Trust	96.1%	97.1%	95.7%	94.5%		-1.2%
82	North of England Commissioning Region	North Cumbria University Hospitals NHS Trust	89.0%	92.5%	92.7%	91.4%		-1.3%
83	North of England Commissioning Region	Barnsley Hospital NHS Foundation Trust	94.8%	93.2%	95.4%	94.1%		-1.3%
84	North of England Commissioning Region	Blackpool Teaching Hospitals NHS Foundation Trust	96.3%	96.7%	96.9%	95.6%		-1.3%
85	London Commissioning Region	Imperial College Healthcare NHS Trust	93.8%	94.7%	94.9%	93.5%		-1.3%
86	North of England Commissioning Region	Tameside Hospital NHS Foundation Trust	91.0%	91.8%	89.2%	87.7%		-1.4%
87	London Commissioning Region	Lewisham And Greenwich NHS Trust	93.6%	92.0%	91.5%	90.0%		-1.4%
88	London Commissioning Region	Chelsea And Westminster Hospital NHS Foundation Trust	96.5%	97.1%	97.1%	95.7%		-1.5%
89	North of England Commissioning Region	Warrington And Halton Hospitals NHS Foundation Trust	91.2%	94.0%	93.2%	91.7%		-1.5%
90	North of England Commissioning Region	Royal Liverpool And Broadgreen University Hospitals NHS Trust	94.3%	96.7%	97.0%	95.4%		-1.5%
91	North of England Commissioning Region	Aintree University Hospital NHS Foundation Trust	95.0%	96.3%	94.1%	92.6%		-1.5%
92	London Commissioning Region	University College London Hospitals NHS Foundation Trust	97.7%	97.3%	94.5%	93.0%		-1.6%
93	South of England Commissioning Region	Buckinghamshire Healthcare NHS Trust	95.9%	97.5%	95.5%	93.7%		-1.7%
94	North of England Commissioning Region	The Newcastle Upon Tyne Hospitals NHS Foundation Trust	95.0%	95.7%	96.6%	94.7%		-1.9%
95	Midlands and East Of England Commissioning	East And North Hertfordshire NHS Trust	94.3%	91.0%	87.8%	85.9%		-1.9%
96	London Commissioning Region	Barts Health NHS Trust	89.7%	89.1%	90.9%	89.0%		-2.0%
97	Midlands and East Of England Commissioning	South Warwickshire NHS Foundation Trust	96.3%	97.8%	98.8%	96.8%		-2.0%
98	South of England Commissioning Region	Weston Area Health NHS Trust	88.8%	96.7%	93.5%	91.4%		-2.0%
99	South of England Commissioning Region	Frimley Health NHS Foundation Trust	96.1%	96.6%	95.7%	93.7%		-2.0%
100	Midlands and East Of England Commissioning	Norfolk And Norwich University Hospitals NHS Foundation Trust	91.7%	90.0%	90.5%	88.4%		-2.1%
101	North of England Commissioning Region	York Teaching Hospital NHS Foundation Trust	88.1%	92.9%	91.8%	89.7%		-2.1%
102	South of England Commissioning Region	Northern Devon Healthcare NHS Trust	96.6%	97.7%	96.9%	94.9%		-2.1%
103	Midlands and East Of England Commissioning	Wye Valley NHS Trust	90.5%	90.2%	89.2%	87.1%		-2.1%
104	Midlands and East Of England Commissioning	Sandwell And West Birmingham Hospitals NHS Trust	92.9%	94.2%	95.8%	93.7%		-2.1%
105	South of England Commissioning Region	The Royal Bournemouth And Christchurch Hospitals NHS Foundat	93.2%	97.4%	96.0%	93.8%		-2.2%
106	Midlands and East Of England Commissioning	The Royal Wolverhampton NHS Trust	94.4%	95.1%	95.2%	93.1%		-2.2%
107	North of England Commissioning Region	Bolton NHS Foundation Trust	95.4%	95.9%	95.7%	93.4%		-2.2%
108	North of England Commissioning Region	Wirral University Teaching Hospital NHS Foundation Trust	87.2%	97.2%	92.4%	90.2%		-2.3%
109	Midlands and East Of England Commissioning	University Hospitals Coventry And Warwickshire NHS Trust	84.7%	98.2%	97.7%	95.4%		-2.4%
110	North of England Commissioning Region	University Hospitals Of Morecambe Bay NHS Foundation Trust	94.4%	94.8%	96.2%	93.8%		-2.4%
111	North of England Commissioning Region	Salford Royal NHS Foundation Trust	96.3%	97.2%	95.4%	92.9%		-2.5%
112	South of England Commissioning Region	Western Sussex Hospitals NHS Foundation Trust	97.5%	97.7%	97.3%	94.8%		-2.5%
113	North of England Commissioning Region	Countess Of Chester Hospital NHS Foundation Trust	92.4%	95.7%	96.3%	93.8%		-2.5%
114	North of England Commissioning Region	Pennine Acute Hospitals NHS Trust	92.6%	94.3%	88.6%	85.9%		-2.7%
115	South of England Commissioning Region	Isle Of Wight NHS Trust	92.2%	88.7%	88.9%	86.0%		-2.8%
116	North of England Commissioning Region	Mid Cheshire Hospitals NHS Foundation Trust	92.1%	95.2%	97.4%	94.5%		-2.9%
117	South of England Commissioning Region	Portsmouth Hospitals NHS Trust	82.2%	82.2%	86.9%	83.9%		-3.0%
118	Midlands and East Of England Commissioning	The Queen Elizabeth Hospital, King's Lynn, NHS Foundation Trust	95.0%	96.6%	95.9%	92.7%		-3.2%
119	Midlands and East Of England Commissioning	Shrewsbury And Telford Hospital NHS Trust	87.1%	90.7%	90.7%	87.5%		-3.2%
120	South of England Commissioning Region	Dartford And Gravesham NHS Trust	96.1%	94.3%	94.5%	91.4%		-3.2%
121	North of England Commissioning Region	St Helens And Knowsley Hospitals NHS Trust	93.2%	92.8%	94.7%	91.4%		-3.2%
122	London Commissioning Region	King's College Hospital NHS Foundation Trust	89.8%	92.4%	93.2%	89.9%		-3.2%
123	South of England Commissioning Region	Oxford University Hospitals NHS Trust	94.3%	96.5%	93.8%	90.6%		-3.2%
124	South of England Commissioning Region	University Hospitals Bristol NHS Foundation Trust	94.5%	95.5%	95.0%	91.7%		-3.3%
125	North of England Commissioning Region	Southport And Ormskirk Hospital NHS Trust	94.1%	95.5%	95.8%	92.4%		-3.4%
126	Midlands and East Of England Commissioning	Birmingham Children's Hospital NHS Foundation Trust	97.8%	99.2%	99.6%	96.0%		-3.6%
127	London Commissioning Region	St George's University Hospitals NHS Foundation Trust	92.5%	92.2%	94.4%	90.7%		-3.6%
128	London Commissioning Region	Kingston Hospital NHS Foundation Trust	89.6%	93.1%	95.2%	91.5%		-3.6%
129	London Commissioning Region	Croydon Health Services NHS Trust	91.8%	96.5%	94.5%	90.6%		-3.9%
130	Midlands and East Of England Commissioning	University Hospitals Of North Midlands NHS Trust	83.9%	90.9%	93.3%	88.5%		-4.8%
131	Midlands and East Of England Commissioning	Northampton General Hospital NHS Trust	93.4%	96.6%	95.4%	90.4%		-5.0%
132	Midlands and East Of England Commissioning	Mid Essex Hospital Services NHS Trust	85.7%	92.8%	91.3%	86.3%		-5.0%
133	North of England Commissioning Region	University Hospital Of South Manchester NHS Foundation Trust	91.7%	90.1%	92.9%	87.6%		-5.3%
134	London Commissioning Region	North Middlesex University Hospital NHS Trust	94.3%	95.0%	92.4%	86.7%		-5.7%
135	Midlands and East Of England Commissioning	West Hertfordshire Hospitals NHS Trust	89.4%	94.1%	93.6%	87.7%		-5.8%
136	South of England Commissioning Region	Brighton And Sussex University Hospitals NHS Trust	80.1%	83.3%	91.9%	85.1%		-6.8%
137	South of England Commissioning Region	North Bristol NHS Trust	90.5%	96.5%	95.4%	88.5%		-6.9%
138	Midlands and East Of England Commissioning	Basildon And Thurrock University Hospitals NHS Foundation Trust	95.5%	91.3%	95.4%	88.3%		-7.1%
139	Midlands and East Of England Commissioning	Walsall Healthcare NHS Trust	92.1%	94.4%	93.8%	86.6%		-7.1%
140	Midlands and East Of England Commissioning	Colchester Hospital University NHS Foundation Trust	89.5%	81.9%	84.5%	77.3%		-7.2%

APPENDIX B

A&E Performance [September 2015] - All Trusts with Type 1 Attendances

				A&E Attendances			Emergency Admissions				
	Code	Region	Name	Type 1 Departments - Major A&E	Total attendances	Percentage in 4 hours or less (all)	Total Emergency Admissions via A&E	Other Emergency admissions (i.e not via A&E)	Total Emergency Admissions	Number of patients spending >4 hours from decision to admit to admission	Number of patients spending >12 hours from decision to admit to admission
1	RNA	Midlands and East Of England Commissioning Reg	The Dudley Group NHS Foundation Trust	8,028	12,968	98.8%	2,447	1,043	3,490	14	0
2	RLT	Midlands and East Of England Commissioning Reg	George Eliot Hospital NHS Trust	5,627	5,627	98.7%	1,163	74	1,237	22	0
3	RC9	Midlands and East Of England Commissioning Reg	Luton And Dunstable University Hospital NHS Foundation Trust	7,518	10,438	98.3%	2,062	1,065	3,127	0	0
4	RCU	North of England Commissioning Region	Sheffield Children's NHS Foundation Trust	4,381	4,381	98.1%	680	387	1,067	0	0
5	RJF	Midlands and East Of England Commissioning Reg	Burton Hospitals NHS Foundation Trust	5,083	9,743	98.0%	1,442	603	2,045	17	0
6	RXP	North of England Commissioning Region	County Durham And Darlington NHS Foundation Trust	10,479	23,477	97.8%	2,921	1,796	4,717	126	0
7	RTF	North of England Commissioning Region	Northumbria Healthcare NHS Foundation Trust	13,822	15,838	97.5%	3,820	402	4,222	0	0
8	RTR	North of England Commissioning Region	South Tees Hospitals NHS Foundation Trust	10,498	15,958	97.3%	1,942	1,961	3,903	39	0
9	RJN	North of England Commissioning Region	East Cheshire NHS Trust	3,824	4,344	97.2%	819	377	1,196	4	0
10	RTP	South of England Commissioning Region	Surrey And Sussex Healthcare NHS Trust	7,392	7,392	97.1%	2,473	437	2,910	70	0
11	RCF	North of England Commissioning Region	Airedale NHS Foundation Trust	4,525	4,525	97.1%	919	731	1,650	6	0
12	RBD	South of England Commissioning Region	Dorset County Hospital NHS Foundation Trust	3,560	3,560	96.9%	1,130	532	1,662	8	0
13	RJC	Midlands and East Of England Commissioning Reg	South Warwickshire NHS Foundation Trust	4,863	5,476	96.8%	1,443	289	1,732	6	0
14	RVW	North of England Commissioning Region	North Tees And Hartlepool NHS Foundation Trust	5,828	7,466	96.8%	1,428	1,796	3,224	4	0
15	RRF	North of England Commissioning Region	Wrightington, Wigan And Leigh NHS Foundation Trust	7,402	7,402	96.8%	2,073	124	2,197	2	0
16	RQQ	Midlands and East Of England Commissioning Reg	Hinchingbrooke Health Care NHS Trust	3,798	3,798	96.7%	925	262	1,187	13	0
17	RQX	London Commissioning Region	Homerton University Hospital NHS Foundation Trust	9,552	9,552	96.7%	1,464	238	1,702	34	0
18	RD8	Midlands and East Of England Commissioning Reg	Milton Keynes Hospital NHS Foundation Trust	6,745	11,028	96.4%	1,393	819	2,212	70	0
19	RGP	Midlands and East Of England Commissioning Reg	James Paget University Hospitals NHS Foundation Trust	5,788	5,788	96.4%	1,013	295	1,308	20	0
20	RK5	Midlands and East Of England Commissioning Reg	Sherwood Forest Hospitals NHS Foundation Trust	8,035	11,527	96.4%	2,357	408	2,765	32	0
21	RGR	Midlands and East Of England Commissioning Reg	West Suffolk NHS Foundation Trust	5,305	5,305	96.3%	1,462	628	2,090	3	0
22	RBS	North of England Commissioning Region	Alder Hey Children's NHS Foundation Trust	4,540	4,540	96.3%	617	281	898	0	0
23	RC1	Midlands and East Of England Commissioning Reg	Bedford Hospital NHS Trust	5,608	5,608	96.1%	1,369	284	1,653	26	0
24	RQ3	Midlands and East Of England Commissioning Reg	Birmingham Children's Hospital NHS Foundation Trust	4,216	4,216	96.0%	969	273	1,242	0	0
25	RXN	North of England Commissioning Region	Lancashire Teaching Hospitals NHS Foundation Trust	10,903	10,903	96.0%	1,902	1,649	3,551	45	0
26	RE9	North of England Commissioning Region	South Tyneside NHS Foundation Trust	5,089	5,089	96.0%	1,150	20	1,170	44	0
27	RGN	Midlands and East Of England Commissioning Reg	Peterborough And Stamford Hospitals NHS Foundation Trust	7,340	8,073	95.9%	2,402	598	3,000	27	0
28	RD3	South of England Commissioning Region	Poole Hospital NHS Foundation Trust	5,356	5,356	95.8%	1,457	1,213	2,670	9	0
29	RGQ	Midlands and East Of England Commissioning Reg	Ipswich Hospital NHS Trust	6,819	6,819	95.7%	1,815	841	2,656	7	0
30	RQM	London Commissioning Region	Chelsea And Westminster Hospital NHS Foundation Trust	14,808	21,183	95.7%	3,431	366	3,797	91	0
31	RAS	London Commissioning Region	The Hillingdon Hospitals NHS Foundation Trust	4,812	12,732	95.6%	1,939	246	2,185	21	0
32	RFS	Midlands and East Of England Commissioning Reg	Chesterfield Royal Hospital NHS Foundation Trust	6,305	6,305	95.6%	1,671	977	2,648	48	0
33	RXL	North of England Commissioning Region	Blackpool Teaching Hospitals NHS Foundation Trust	7,210	16,518	95.6%	1,693	1,056	2,749	149	0
34	RJL	North of England Commissioning Region	Northern Lincolnshire And Goole NHS Foundation Trust	10,680	12,313	95.5%	2,504	591	3,095	91	0
35	RQ6	North of England Commissioning Region	Royal Liverpool And Broadgreen University Hospitals NHS Trust	7,724	19,523	95.4%	2,477	816	3,293	0	0
36	RAL	London Commissioning Region	Royal Free London NHS Foundation Trust	17,850	20,852	95.4%	4,033	610	4,643	321	0
37	RA4	South of England Commissioning Region	Yeovil District Hospital NHS Foundation Trust	3,804	3,804	95.4%	1,139	367	1,506	0	0
38	RWY	North of England Commissioning Region	Calderdale And Huddersfield NHS Foundation Trust	12,106	12,106	95.4%	2,458	1,153	3,611	138	0
39	RKB	Midlands and East Of England Commissioning Reg	University Hospitals Coventry And Warwickshire NHS Trust	11,236	15,177	95.4%	3,880	1,115	4,995	75	0
40	RAE	North of England Commissioning Region	Bradford Teaching Hospitals NHS Foundation Trust	10,641	10,641	95.3%	2,647	1,161	3,808	57	0
41	RHW	South of England Commissioning Region	Royal Berkshire NHS Foundation Trust	8,442	9,715	95.3%	2,568	708	3,276	110	0
42	RTG	Midlands and East Of England Commissioning Reg	Derby Teaching Hospitals NHS Foundation Trust	10,726	14,303	95.2%	3,125	1,392	4,517	56	0
43	RNZ	South of England Commissioning Region	Salisbury NHS Foundation Trust	3,869	3,869	95.1%	994	760	1,754	20	0
44	RR8	North of England Commissioning Region	Leeds Teaching Hospitals NHS Trust	16,676	18,760	95.1%	5,997	1,072	7,069	171	0
45	RKE	London Commissioning Region	The Whittington Hospital NHS Trust	7,677	7,677	95.0%	1,169	124	1,293	81	0
46	RR7	North of England Commissioning Region	Gateshead Health NHS Foundation Trust	7,035	9,339	95.0%	1,670	619	2,289	36	0
47	RCD	North of England Commissioning Region	Harrogate And District NHS Foundation Trust	3,866	4,492	94.9%	864	610	1,474	5	0
48	RBZ	South of England Commissioning Region	Northern Devon Healthcare NHS Trust	3,699	10,825	94.9%	1,111	397	1,508	101	0
49	RYR	South of England Commissioning Region	Western Sussex Hospitals NHS Foundation Trust	11,279	11,279	94.8%	2,899	1,168	4,067	142	0
50	RXR	North of England Commissioning Region	East Lancashire Hospitals NHS Trust	9,042	16,031	94.8%	3,271	1,260	4,531	218	0
51	RTD	North of England Commissioning Region	The Newcastle Upon Tyne Hospitals NHS Foundation Trust	9,878	15,370	94.7%	2,512	2,419	4,931	135	0
52	RH8	South of England Commissioning Region	Royal Devon And Exeter NHS Foundation Trust	9,007	9,007	94.5%	2,338	709	3,047	0	0
53	RBT	North of England Commissioning Region	Mid Cheshire Hospitals NHS Foundation Trust	4,940	6,859	94.5%	1,744	1,063	2,807	1	0
54	RVR	London Commissioning Region	Epsom And St Helier University Hospitals NHS Trust	11,841	12,227	94.5%	2,866	161	3,027	179	0
55	RP5	North of England Commissioning Region	Doncaster And Bassetlaw Hospitals NHS Foundation Trust	11,527	14,399	94.4%	2,882	1,332	4,214	486	0
56	RW3	North of England Commissioning Region	Central Manchester University Hospitals NHS Foundation Trust	12,155	24,883	94.4%	3,801	531	4,332	451	0
57	RLN	North of England Commissioning Region	City Hospitals Sunderland NHS Foundation Trust	6,758	11,132	94.4%	2,499	918	3,417	93	0
58	RFF	North of England Commissioning Region	Barnsley Hospital NHS Foundation Trust	6,755	6,755	94.1%	1,890	692	2,582	97	0
59	RFR	North of England Commissioning Region	The Rotherham NHS Foundation Trust	6,230	6,230	93.9%	1,297	598	1,895	17	0
60	RBA	South of England Commissioning Region	Taunton And Somerset NHS Foundation Trust	5,126	5,126	93.8%	1,520	1,385	2,905	20	0
61	RDZ	South of England Commissioning Region	The Royal Bournemouth And Christchurch Hospitals NHS Foundat	5,914	7,286	93.8%	1,848	903	2,751	120	0
62	RJR	North of England Commissioning Region	Countess Of Chester Hospital NHS Foundation Trust	6,007	6,722	93.8%	1,852	613	2,465	184	0
63	RTX	North of England Commissioning Region	University Hospitals Of Morecambe Bay NHS Foundation Trust	7,281	8,819	93.8%	2,169	1,047	3,216	128	1
64	RXK	Midlands and East Of England Commissioning Reg	Sandwell And West Birmingham Hospitals NHS Trust	13,329	18,187	93.7%	3,245	820	4,065	20	0
65	RXQ	South of England Commissioning Region	Buckinghamshire Healthcare NHS Trust	6,572	11,048	93.7%	2,006	1,295	3,301	148	0
66	RDU	South of England Commissioning Region	Frimley Health NHS Foundation Trust	18,800	18,800	93.7%	5,590	989	6,579	254	0
67	RRK	Midlands and East Of England Commissioning Reg	University Hospitals Birmingham NHS Foundation Trust	8,619	8,619	93.6%	2,546	1,140	3,686	61	0
68	RGT	Midlands and East Of England Commissioning Reg	Cambridge University Hospitals NHS Foundation Trust	8,777	12,012	93.5%	3,148	592	3,740	0	0
69	RYJ	London Commissioning Region	Imperial College Healthcare NHS Trust	9,129	22,773	93.5%	3,563	1,393	4,956	127	0
70	RMC	North of England Commissioning Region	Bolton NHS Foundation Trust	9,215	9,215	93.4%	2,064	946	3,010	130	0
71	RXC	South of England Commissioning Region	East Sussex Healthcare NHS Trust	8,686	11,232	93.3%	2,576	558	3,134	117	0
72	RL4	Midlands and East Of England Commissioning Reg	The Royal Wolverhampton NHS Trust	10,097	14,111	93.1%	2,457	1,612	4,069	304	0
73	RRV	London Commissioning Region	University College London Hospitals NHS Foundation Trust	11,007	11,007	93.0%	1,680	623	2,303	95	0
74	RM3	North of England Commissioning Region	Salford Royal NHS Foundation Trust	8,069	8,069	92.9%	2,825	250	3,075	88	0
75	RN3	South of England Commissioning Region	Great Western Hospitals NHS Foundation Trust	6,354	11,459	92.8%	2,211	889	3,100	251	0
76	RCX	Midlands and East Of England Commissioning Reg	The Queen Elizabeth Hospital, King's Lynn, NHS Foundation Trust	4,969	4,969	92.7%	1,692	850	2,542	101	0
77	RHM	South of England Commissioning Region	University Hospital Southampton NHS Foundation Trust	7,577	9,147	92.7%	3,031	1,693	4,724	147	0
78	REM	North of England Commissioning Region	Aintree University Hospital NHS Foundation Trust	6,377	12,125	92.6%	1,894	1,141	3,035	350	0
79	RX1	Midlands and East Of England Commissioning Reg	Nottingham University Hospitals NHS Trust	13,953	15,468	92.5%	3,818	2,190	6,008	83	0
80	RVY	North of England Commissioning Region	Southport And Ormskirk Hospital NHS Trust	6,126	9,816	92.4%	1,849	105	1,954	174	0
81	RJ1	London Commissioning Region	Guy's And St Thomas' NHS Foundation Trust	11,433	15,045	92.2%	2,656	420	3,076	104	0
82	RWW	North of England Commissioning Region	Warrington And Halton Hospitals NHS Foundation Trust	6,851	9,754	91.7%	1,898	856	2,754	261	0
83	RA7	South of England Commissioning Region	University Hospitals Bristol NHS Foundation Trust	8,563	10,331	91.7%	2,738	650	3,388	293	0
84	RA2	South of England Commissioning Region	Royal Surrey County Hospital NHS Foundation Trust	5,520	5,880	91.6%	1,797	180	1,977	0	0
85	RAX	London Commissioning Region	Kingston Hospital NHS Foundation Trust	8,239	9,152	91.5%	1,587	537	2,124	0	0
86	RWJ	North of England Commissioning Region	Stockport NHS Foundation Trust	7,708	7,708	91.5%	2,507	994	3,501	183	0
87	RA3	South of England Commissioning Region	Weston Area Health NHS Trust	4,617	4,617	91.4%	1,194	108	1,302	12	0
88	RNL	North of England Commissioning Region	North Cumbria University Hospitals NHS Trust	7,018	7,018	91.4%	1,680	990	2,670	105	0
89	RBN	North of England Commissioning Region	St Helens And Knowsley Hospitals NHS Trust	8,562	11,579	91.4%	3,004	945	3,949	97	0
90	RN7	South of England Commissioning Region	Dartford And Gravesham NHS Trust	7,926	7,926	91.4%	2,230	178	2,408	98	0
91	RR1	Midlands and East Of England Commissioning Reg	Heart Of England NHS Foundation Trust	17,500	21,126	90.9%	6,718	1,459	8,177	482	0
92	RF4	London Commissioning Region	Barking, Havering And Redbridge University Hospitals NHS Trust	18,459	21,627	90.8%	4,560	48	4,608	138	0
93	RJ7	London Commissioning Region	St George's University Hospitals NHS Foundation Trust	12,328	13,799	90.7%	3,313	581	3,894	0	0
94	RJ6	London Commissioning Region	Croydon Health Services NHS Trust	5,809	9,288	90.6%	2,479	261	2,740	118	0
95	RTH	South of England Commissioning Region	Oxford University Hospitals NHS Trust	10,360	11,823	90.6%	3,175	2,354	5,529	184	0
96	RNS	Midlands and East Of England Commissioning Reg	Northampton General Hospital NHS Trust	8,362	9,311	90.4%	2,580	845	3,425	175	0
97	RWE	Midlands and East Of England Commissioning Reg	University Hospitals Of Leicester NHS Trust	11,188	18,320	90.3%	3,251	3,788	7,039	25	0
98	RA9	South of England Commissioning Region	South Devon Healthcare NHS Foundation Trust	6,087	6,087	90.2%	2,259	428	2,687	84	0
99	RWD	Midlands and East Of England Commissioning Reg	United Lincolnshire Hospitals NHS Trust	13,353	13,353	90.2%	3,244	1,367	4,611	86	0
100	RBL	North of England Commissioning Region	Wirral University Teaching Hospital NHS Foundation Trust	7,705	10,238	90.2%	2,393	1,489	3,882	304	0
101	RN5	South of England Commissioning Region	Hampshire Hospitals NHS Foundation Trust	8,753	9,962	90.1%	1,793	859	2,652	583	0
102	RJ2	London Commissioning Region	Lewisham And Greenwich NHS Trust	17,392	21,733	90.0%	3,985	842	4,827	367	0
103	RAJ	Midlands and East Of England Commissioning Reg	Southend University Hospital NHS Foundation Trust	9,074	9,074	90.0%	1,981	723	2,704	169	0
104	RJZ	London Commissioning Region	King's College Hospital NHS Foundation Trust	16,576	24,055	89.9%	4,761	549	5,310	340	0
105	RCB	North of England Commissioning Region	York Teaching Hospital NHS Foundation Trust	10,443	16,308	89.7%	2,902	1,574	4,476	75	0
106	RWF	South of England Commissioning Region	Maidstone And Tunbridge Wells NHS Trust	11,069	11,069	89.2%	2,863	349	3,212	416	0
107	RTE	South of England Commissioning Region	Gloucestershire Hospitals NHS Foundation Trust	10,747	10,747	89.1%	3,748	643	4,391	238	0
108	R1H	London Commissioning Region	Barts Health NHS Trust	25,851	37,324	89.0%	6,561	1,353	7,914	869	0
109	RTK	South of England Commissioning Region	Ashford And St Peter's Hospitals NHS Foundation Trust	7,859	9,155	88.8%	1,906	123	2,029	228	0
110	RVJ	South of England Commissioning Region	North Bristol NHS Trust	7,049	7,049	88.5%	2,305	1,175	3,480	307	0
111	R1K	London Commissioning Region	London North West Healthcare NHS Trust	10,674	26,590	88.5%	4,517	523	5,040	1,307	0
112	RJE	Midlands and East Of England Commissioning Reg	University Hospitals Of North Midlands NHS Trust	10,946	19,591	88.5%	4,775	1,883	6,658	536	0
113	RM1	Midlands and East Of England Commissioning Reg	Norfolk And Norwich University Hospitals NHS Foundation Trust	8,945	9,953	88.4%	2,836	1,965	4,801	126	0
114	RDD	Midlands and East Of England Commissioning Reg	Basildon And Thurrock University Hospitals NHS Foundation Trust	10,173	10,173	88.3%	2,078	267	2,345	212	0
115	RWG	Midlands and East Of England Commissioning Reg	West Hertfordshire Hospitals NHS Trust	7,352	11,523	87.7%	2,591	733	3,324	520	0
116	RMP	North of England Commissioning Region	Tameside Hospital NHS Foundation Trust	7,037	7,037	87.7%	1,765	367	2,132	192	0
117	RWP	Midlands and East Of England Commissioning Reg	Worcestershire Acute Hospitals NHS Trust	10,065	15,455	87.7%	2,835	1,002	3,837	694	0
118	RM2	North of England Commissioning Region	University Hospital Of South Manchester NHS Foundation Trust	7,924	7,924	87.6%	2,630	669	3,299	398	1
119	RXW	Midlands and East Of England Commissioning Reg	Shrewsbury And Telford Hospital NHS Trust	9,771	10,500	87.5%	2,014	2,077	4,091	299	0
120	RXF	North of England Commissioning Region	Mid Yorkshire Hospitals NHS Trust	19,120	19,120	87.5%	4,258	1,035	5,293	1,248	0
121	RVV	South of England Commissioning Region	East Kent Hospitals University NHS Foundation Trust	11,618	16,501	87.4%	4,340	1,173	5,513	110	2
122	RLQ	Midlands and East Of England Commissioning Reg	Wye Valley NHS Trust	4,588	7,614	87.1%	962	324	1,286	199	0
123	RPA	South of England Commissioning Region	Medway NHS Foundation Trust	8,343	8,343	86.7%	1,523	969	2,492	305	0
124	RAP	London Commissioning Region	North Middlesex University Hospital NHS Trust	13,443	13,443	86.7%	2,538	289	2,827	472	0
125	RBK	Midlands and East Of England Commissioning Reg	Walsall Healthcare NHS Trust	6,551	10,402	86.6%	1,792	735	2,527	402	0
126	RNQ	Midlands and East Of England Commissioning Reg	Kettering General Hospital NHS Foundation Trust	6,698	6,698	86.3%	1,637	939	2,576	198	0
127	RQ8	Midlands and East Of England Commissioning Reg	Mid Essex Hospital Services NHS Trust	6,971	7,434	86.3%	2,004	661	2,665	175	0
128	R1F	South of England Commissioning Region	Isle Of Wight NHS Trust	3,447	5,347	86.0%	694	177	871	337	16
129	RW6	North of England Commissioning Region	Pennine Acute Hospitals NHS Trust	21,382	25,628	85.9%	4,579	1,672	6,251	909	1
130	RWH	Midlands and East Of England Commissioning Reg	East And North Hertfordshire NHS Trust	8,286	12,274	85.9%	3,294	796	4,090	0	0
131	REF	South of England Commissioning Region	Royal Cornwall Hospitals NHS Trust	5,196	6,865	85.5%	2,136	1,178	3,314	345	0
132	RD1	South of England Commissioning Region	Royal United Hospitals Bath NHS Foundation Trust	5,783	6,790	85.5%	2,171	940	3,111	461	1
133	RXH	South of England Commissioning Region	Brighton And Sussex University Hospitals NHS Trust	12,152	13,392	85.1%	3,233	473	3,706	355	2
134	RHU	South of England Commissioning Region	Portsmouth Hospitals NHS Trust	9,124	11,682	83.9%	3,360	1,180	4,540	639	0
135	RQW	Midlands and East Of England Commissioning Reg	The Princess Alexandra Hospital NHS Trust	8,130	8,315	83.5%	2,129	444	2,573	379	0
136	RK9	South of England Commissioning Region	Plymouth Hospitals NHS Trust	7,847	7,847	82.5%	2,430	1,315	3,745	257	0
137	RWA	North of England Commissioning Region	Hull And East Yorkshire Hospitals NHS Trust	9,909	11,087	82.1%	1,294	2,812	4,106	556	0
138	RDE	Midlands and East Of England Commissioning Reg	Colchester Hospital University NHS Foundation Trust	6,649	6,649	77.3%	2,240	1,046	3,286	518	1

APPENDIX B

A&E Performance Trends [Q1 to Sept 2015] - All Trusts with Type 1 Attendances

		A&E Attendances					
Region	Name	Q1 Percentage in 4 hours or less (all)	July Percentage in 4 hours or less (all)	August Percentage in 4 hours or less (all)	September Percentage in 4 hours or less (all)	Sparkline	Sept vs Aug Var
South of England Commissioning Region	South Devon Healthcare NHS Foundation Trust	91.5%	91.1%	79.8%	90.2%		10.4%
South of England Commissioning Region	Medway NHS Foundation Trust	92.9%	86.7%	77.9%	86.7%		8.8%
South of England Commissioning Region	University Hospital Southampton NHS Foundation Trust	90.9%	92.5%	85.6%	92.7%		7.1%
North of England Commissioning Region	The Rotherham NHS Foundation Trust	95.7%	93.7%	88.6%	93.9%		5.3%
South of England Commissioning Region	Gloucestershire Hospitals NHS Foundation Trust	93.0%	93.8%	86.1%	89.1%		3.0%
North of England Commissioning Region	Wrightington, Wigan And Leigh NHS Foundation Trust	97.9%	98.0%	94.1%	96.8%		2.7%
North of England Commissioning Region	East Cheshire NHS Trust	92.2%	94.5%	94.8%	97.2%		2.4%
South of England Commissioning Region	Dorset County Hospital NHS Foundation Trust	95.3%	95.8%	94.6%	96.9%		2.2%
Midlands and East Of England Commissioning	Sherwood Forest Hospitals NHS Foundation Trust	96.1%	97.1%	94.2%	96.4%		2.1%
Midlands and East Of England Commissioning	West Suffolk NHS Foundation Trust	95.0%	95.7%	94.3%	96.3%		2.0%
North of England Commissioning Region	North Tees And Hartlepool NHS Foundation Trust	96.2%	95.5%	94.8%	96.8%		2.0%
North of England Commissioning Region	Northern Lincolnshire And Goole NHS Foundation Trust	94.6%	96.4%	93.6%	95.5%		2.0%
Midlands and East Of England Commissioning	George Eliot Hospital NHS Trust	95.3%	97.8%	96.8%	98.7%		1.9%
Midlands and East Of England Commissioning	The Princess Alexandra Hospital NHS Trust	91.3%	85.9%	81.7%	83.5%		1.8%
London Commissioning Region	The Hillingdon Hospitals NHS Foundation Trust	95.4%	94.8%	94.0%	95.6%		1.7%
North of England Commissioning Region	Lancashire Teaching Hospitals NHS Foundation Trust	95.4%	94.9%	94.4%	96.0%		1.5%
North of England Commissioning Region	East Lancashire Hospitals NHS Trust	93.5%	94.8%	93.3%	94.8%		1.5%
Midlands and East Of England Commissioning	Ipswich Hospital NHS Trust	95.7%	95.3%	94.4%	95.7%		1.4%
Midlands and East Of England Commissioning	Cambridge University Hospitals NHS Foundation Trust	86.0%	89.8%	92.3%	93.5%		1.2%
North of England Commissioning Region	Hull And East Yorkshire Hospitals NHS Trust	73.2%	86.2%	80.9%	82.1%		1.2%
South of England Commissioning Region	East Sussex Healthcare NHS Trust	92.8%	95.6%	92.3%	93.3%		1.0%
Midlands and East Of England Commissioning	United Lincolnshire Hospitals NHS Trust	88.3%	91.4%	89.2%	90.2%		1.0%
South of England Commissioning Region	Surrey And Sussex Healthcare NHS Trust	95.9%	94.3%	96.1%	97.1%		1.0%
South of England Commissioning Region	Poole Hospital NHS Foundation Trust	95.5%	95.6%	94.8%	95.8%		0.9%
Midlands and East Of England Commissioning	Milton Keynes Hospital NHS Foundation Trust	95.2%	95.1%	95.6%	96.4%		0.9%
North of England Commissioning Region	Mid Yorkshire Hospitals NHS Trust	89.8%	93.3%	86.7%	87.5%		0.8%
South of England Commissioning Region	Plymouth Hospitals NHS Trust	87.1%	83.4%	81.7%	82.5%		0.8%
Midlands and East Of England Commissioning	Hinchingbrooke Health Care NHS Trust	92.7%	97.7%	96.1%	96.7%		0.6%
Midlands and East Of England Commissioning	James Paget University Hospitals NHS Foundation Trust	95.3%	95.0%	95.9%	96.4%		0.5%
London Commissioning Region	Barking, Havering And Redbridge University Hospitals NHS Trust	93.4%	95.6%	90.3%	90.8%		0.5%
South of England Commissioning Region	Royal Surrey County Hospital NHS Foundation Trust	95.1%	95.7%	91.2%	91.6%		0.4%
North of England Commissioning Region	South Tees Hospitals NHS Foundation Trust	94.6%	96.4%	97.0%	97.3%		0.3%
Midlands and East Of England Commissioning	Burton Hospitals NHS Foundation Trust	94.6%	96.0%	97.8%	98.0%		0.3%
South of England Commissioning Region	Ashford And St Peter's Hospitals NHS Foundation Trust	90.4%	90.7%	88.6%	88.8%		0.2%
North of England Commissioning Region	Bradford Teaching Hospitals NHS Foundation Trust	94.3%	95.4%	95.1%	95.3%		0.2%
Midlands and East Of England Commissioning	The Dudley Group NHS Foundation Trust	99.2%	99.6%	98.6%	98.8%		0.2%
Midlands and East Of England Commissioning	Heart Of England NHS Foundation Trust	88.2%	93.4%	90.7%	90.9%		0.2%
London Commissioning Region	Homerton University Hospital NHS Foundation Trust	95.6%	94.2%	96.5%	96.7%		0.2%
North of England Commissioning Region	County Durham And Darlington NHS Foundation Trust	94.1%	96.9%	97.7%	97.8%		0.1%
Midlands and East Of England Commissioning	Southend University Hospital NHS Foundation Trust	93.7%	90.9%	89.9%	90.0%		0.1%
South of England Commissioning Region	Royal United Hospitals Bath NHS Foundation Trust	92.5%	87.2%	85.4%	85.5%		0.1%
South of England Commissioning Region	Yeovil District Hospital NHS Foundation Trust	95.6%	97.6%	95.3%	95.4%		0.1%
South of England Commissioning Region	Hampshire Hospitals NHS Foundation Trust	91.9%	92.9%	90.1%	90.1%		0.0%
North of England Commissioning Region	Calderdale And Huddersfield NHS Foundation Trust	95.0%	95.4%	95.4%	95.4%		0.0%
North of England Commissioning Region	Northumbria Healthcare NHS Foundation Trust	97.7%	97.9%	97.5%	97.5%		0.0%
London Commissioning Region	West Middlesex University Hospital NHS Trust	95.5%	96.4%	97.4%	not available		0.0%
North of England Commissioning Region	Sheffield Teaching Hospitals NHS Foundation Trust	95.1%	94.5%	94.3%	not available		0.0%
North of England Commissioning Region	Doncaster And Bassetlaw Hospitals NHS Foundation Trust	95.1%	96.7%	94.4%	94.4%		0.0%
Midlands and East Of England Commissioning	Peterborough And Stamford Hospitals NHS Foundation Trust	90.4%	95.8%	96.0%	95.9%		0.0%
South of England Commissioning Region	Taunton And Somerset NHS Foundation Trust	97.2%	96.4%	93.9%	93.8%		0.0%
Midlands and East Of England Commissioning	Derby Teaching Hospitals NHS Foundation Trust	95.2%	96.0%	95.3%	95.2%		-0.1%
London Commissioning Region	Guy's And St Thomas' NHS Foundation Trust	95.4%	95.6%	92.4%	92.2%		-0.2%
Midlands and East Of England Commissioning	University Hospitals Of Leicester NHS Trust	92.6%	92.2%	90.6%	90.3%		-0.2%
North of England Commissioning Region	Alder Hey Children's NHS Foundation Trust	97.8%	93.1%	96.5%	96.3%		-0.3%
Midlands and East Of England Commissioning	Kettering General Hospital NHS Foundation Trust	84.5%	92.4%	86.6%	86.3%		-0.3%
South of England Commissioning Region	Great Western Hospitals NHS Foundation Trust	95.4%	97.2%	93.2%	92.8%		-0.4%
Midlands and East Of England Commissioning	Chesterfield Royal Hospital NHS Foundation Trust	95.3%	95.6%	96.0%	95.6%		-0.4%
North of England Commissioning Region	Harrogate And District NHS Foundation Trust	96.5%	96.7%	95.4%	94.9%		-0.5%
North of England Commissioning Region	Airedale NHS Foundation Trust	95.7%	95.8%	97.6%	97.1%		-0.5%
North of England Commissioning Region	Sheffield Children's NHS Foundation Trust	98.7%	99.0%	98.6%	98.1%		-0.5%
South of England Commissioning Region	Royal Cornwall Hospitals NHS Trust	83.7%	88.9%	86.1%	85.5%		-0.5%
Midlands and East Of England Commissioning	Luton And Dunstable University Hospital NHS Foundation Trust	99.0%	99.2%	98.8%	98.3%		-0.5%
North of England Commissioning Region	City Hospitals Sunderland NHS Foundation Trust	95.1%	96.1%	94.9%	94.4%		-0.5%
London Commissioning Region	London North West Healthcare NHS Trust	91.0%	90.2%	89.0%	88.5%		-0.6%
North of England Commissioning Region	South Tyneside NHS Foundation Trust	92.5%	95.0%	96.6%	96.0%		-0.6%
North of England Commissioning Region	Gateshead Health NHS Foundation Trust	95.2%	96.6%	95.7%	95.0%		-0.6%
Midlands and East Of England Commissioning	Bedford Hospital NHS Trust	97.6%	96.9%	96.7%	96.1%		-0.6%
Midlands and East Of England Commissioning	Nottingham University Hospitals NHS Trust	95.6%	94.1%	93.2%	92.5%		-0.7%
Midlands and East Of England Commissioning	University Hospitals Birmingham NHS Foundation Trust	95.9%	94.4%	94.3%	93.6%		-0.7%
London Commissioning Region	Royal Free London NHS Foundation Trust	97.1%	95.9%	96.2%	95.4%		-0.7%
South of England Commissioning Region	Royal Devon And Exeter NHS Foundation Trust	95.2%	96.3%	95.3%	94.5%		-0.7%
South of England Commissioning Region	Maidstone And Tunbridge Wells NHS Trust	90.9%	91.2%	89.9%	89.2%		-0.7%
London Commissioning Region	The Whittington Hospital NHS Trust	94.1%	95.1%	95.8%	95.0%		-0.8%
South of England Commissioning Region	Royal Berkshire NHS Foundation Trust	95.9%	95.7%	96.1%	95.3%		-0.9%
South of England Commissioning Region	Salisbury NHS Foundation Trust	96.2%	97.5%	95.9%	95.1%		-0.9%
North of England Commissioning Region	Stockport NHS Foundation Trust	93.4%	94.8%	92.5%	91.5%		-1.0%
North of England Commissioning Region	Leeds Teaching Hospitals NHS Trust	96.8%	96.2%	96.2%	95.1%		-1.1%
Midlands and East Of England Commissioning	Worcestershire Acute Hospitals NHS Trust	88.1%	88.4%	88.8%	87.7%		-1.2%
South of England Commissioning Region	East Kent Hospitals University NHS Foundation Trust	88.4%	86.4%	88.6%	87.4%		-1.2%
North of England Commissioning Region	Central Manchester University Hospitals NHS Foundation Trust	95.3%	96.4%	95.6%	94.4%		-1.2%
London Commissioning Region	Epsom And St Helier University Hospitals NHS Trust	96.1%	97.1%	95.7%	94.5%		-1.2%
North of England Commissioning Region	North Cumbria University Hospitals NHS Trust	89.0%	92.5%	92.7%	91.4%		-1.3%
North of England Commissioning Region	Barnsley Hospital NHS Foundation Trust	94.8%	93.2%	95.4%	94.1%		-1.3%
North of England Commissioning Region	Blackpool Teaching Hospitals NHS Foundation Trust	96.3%	96.7%	96.9%	95.6%		-1.3%
London Commissioning Region	Imperial College Healthcare NHS Trust	93.8%	94.7%	94.9%	93.5%		-1.3%
North of England Commissioning Region	Tameside Hospital NHS Foundation Trust	91.0%	91.8%	89.2%	87.7%		-1.4%
London Commissioning Region	Lewisham And Greenwich NHS Trust	93.6%	92.0%	91.5%	90.0%		-1.4%
London Commissioning Region	Chelsea And Westminster Hospital NHS Foundation Trust	96.5%	97.1%	97.1%	95.7%		-1.5%
North of England Commissioning Region	Warrington And Halton Hospitals NHS Foundation Trust	91.2%	94.0%	93.2%	91.7%		-1.5%
North of England Commissioning Region	Royal Liverpool And Broadgreen University Hospitals NHS Trust	94.3%	96.7%	97.0%	95.4%		-1.5%
North of England Commissioning Region	Aintree University Hospital NHS Foundation Trust	95.0%	96.3%	94.1%	92.6%		-1.5%
London Commissioning Region	University College London Hospitals NHS Foundation Trust	97.7%	97.3%	94.5%	93.0%		-1.6%
South of England Commissioning Region	Buckinghamshire Healthcare NHS Trust	95.9%	97.5%	95.5%	93.7%		-1.7%
North of England Commissioning Region	The Newcastle Upon Tyne Hospitals NHS Foundation Trust	95.0%	95.7%	96.6%	94.7%		-1.9%
Midlands and East Of England Commissioning	East And North Hertfordshire NHS Trust	94.3%	91.0%	87.8%	85.9%		-1.9%
London Commissioning Region	Barts Health NHS Trust	89.7%	89.1%	90.9%	89.0%		-2.0%
Midlands and East Of England Commissioning	South Warwickshire NHS Foundation Trust	96.3%	97.8%	98.8%	96.8%		-2.0%
South of England Commissioning Region	Weston Area Health NHS Trust	88.8%	96.7%	93.5%	91.4%		-2.0%
South of England Commissioning Region	Frimley Health NHS Foundation Trust	96.1%	96.6%	95.7%	93.7%		-2.0%
Midlands and East Of England Commissioning	Norfolk And Norwich University Hospitals NHS Foundation Trust	91.7%	90.0%	90.5%	88.4%		-2.1%
North of England Commissioning Region	York Teaching Hospital NHS Foundation Trust	88.1%	92.9%	91.8%	89.7%		-2.1%
South of England Commissioning Region	Northern Devon Healthcare NHS Trust	96.6%	97.7%	96.9%	94.9%		-2.1%
Midlands and East Of England Commissioning	Wye Valley NHS Trust	90.5%	90.2%	89.2%	87.1%		-2.1%
Midlands and East Of England Commissioning	Sandwell And West Birmingham Hospitals NHS Trust	92.9%	94.2%	95.8%	93.7%		-2.1%
South of England Commissioning Region	The Royal Bournemouth And Christchurch Hospitals NHS Foundat	93.2%	97.4%	96.0%	93.8%		-2.2%
Midlands and East Of England Commissioning	The Royal Wolverhampton NHS Trust	94.4%	95.1%	95.2%	93.1%		-2.2%
North of England Commissioning Region	Bolton NHS Foundation Trust	95.4%	95.9%	95.7%	93.4%		-2.2%
North of England Commissioning Region	Wirral University Teaching Hospital NHS Foundation Trust	87.2%	97.2%	92.4%	90.2%		-2.3%
Midlands and East Of England Commissioning	University Hospitals Coventry And Warwickshire NHS Trust	84.7%	98.2%	97.7%	95.4%		-2.4%
North of England Commissioning Region	University Hospitals Of Morecambe Bay NHS Foundation Trust	94.4%	94.8%	96.2%	93.8%		-2.4%
North of England Commissioning Region	Salford Royal NHS Foundation Trust	96.3%	97.2%	95.4%	92.9%		-2.5%
South of England Commissioning Region	Western Sussex Hospitals NHS Foundation Trust	97.5%	97.7%	97.3%	94.8%		-2.5%
North of England Commissioning Region	Countess Of Chester Hospital NHS Foundation Trust	92.4%	95.7%	96.3%	93.8%		-2.5%
North of England Commissioning Region	Pennine Acute Hospitals NHS Trust	92.6%	94.3%	88.6%	85.9%		-2.7%
South of England Commissioning Region	Isle Of Wight NHS Trust	92.2%	88.7%	88.9%	86.0%		-2.8%
North of England Commissioning Region	Mid Cheshire Hospitals NHS Foundation Trust	92.1%	95.2%	97.4%	94.5%		-2.9%
South of England Commissioning Region	Portsmouth Hospitals NHS Trust	82.2%	82.2%	86.9%	83.9%		-3.0%
Midlands and East Of England Commissioning	The Queen Elizabeth Hospital, King's Lynn, NHS Foundation Trust	95.0%	96.6%	95.9%	92.7%		-3.2%
Midlands and East Of England Commissioning	Shrewsbury And Telford Hospital NHS Trust	87.1%	90.7%	90.7%	87.5%		-3.2%
South of England Commissioning Region	Dartford And Gravesham NHS Trust	96.1%	94.3%	94.5%	91.4%		-3.2%
North of England Commissioning Region	St Helens And Knowsley Hospitals NHS Trust	93.2%	92.8%	94.7%	91.4%		-3.2%
London Commissioning Region	King's College Hospital NHS Foundation Trust	89.8%	92.4%	93.2%	89.9%		-3.2%
South of England Commissioning Region	Oxford University Hospitals NHS Trust	94.3%	96.5%	93.8%	90.6%		-3.2%
South of England Commissioning Region	University Hospitals Bristol NHS Foundation Trust	94.5%	95.5%	95.0%	91.7%		-3.3%
North of England Commissioning Region	Southport And Ormskirk Hospital NHS Trust	94.1%	95.5%	95.8%	92.4%		-3.4%
Midlands and East Of England Commissioning	Birmingham Children's Hospital NHS Foundation Trust	97.8%	99.2%	99.6%	96.0%		-3.6%
London Commissioning Region	St George's University Hospitals NHS Foundation Trust	92.5%	92.2%	94.4%	90.7%		-3.6%
London Commissioning Region	Kingston Hospital NHS Foundation Trust	89.6%	93.1%	95.2%	91.5%		-3.6%
London Commissioning Region	Croydon Health Services NHS Trust	91.8%	96.5%	94.5%	90.6%		-3.9%
Midlands and East Of England Commissioning	University Hospitals Of North Midlands NHS Trust	83.9%	90.9%	93.3%	88.5%		-4.8%
Midlands and East Of England Commissioning	Northampton General Hospital NHS Trust	93.4%	96.6%	95.4%	90.4%		-5.0%
Midlands and East Of England Commissioning	Mid Essex Hospital Services NHS Trust	85.7%	92.8%	91.3%	86.3%		-5.0%
North of England Commissioning Region	University Hospital Of South Manchester NHS Foundation Trust	91.7%	90.1%	92.9%	87.6%		-5.3%
London Commissioning Region	North Middlesex University Hospital NHS Trust	94.3%	95.0%	92.4%	86.7%		-5.7%
Midlands and East Of England Commissioning	West Hertfordshire Hospitals NHS Trust	89.4%	94.1%	93.6%	87.7%		-5.8%
South of England Commissioning Region	Brighton And Sussex University Hospitals NHS Trust	80.1%	83.3%	91.9%	85.1%		-6.8%
South of England Commissioning Region	North Bristol NHS Trust	90.5%	96.5%	95.4%	88.5%		-6.9%
Midlands and East Of England Commissioning	Basildon And Thurrock University Hospitals NHS Foundation Trust	95.5%	91.3%	95.4%	88.3%		-7.1%
Midlands and East Of England Commissioning	Walsall Healthcare NHS Trust	92.1%	94.4%	93.8%	86.6%		-7.1%
Midlands and East Of England Commissioning	Colchester Hospital University NHS Foundation Trust	89.5%	81.9%	84.5%	77.3%		-7.2%

APPENDIX C

Ashford and St. Peter's Hospitals NHS
NHS Foundation Trust

ACUTE HUB CO-LOCATION
CREATION OF AN ACUTE MEDICAL UNIT PROPOSAL
UPDATE

Background:

The September 2015 GMC survey from the Trust's Junior Doctors identified areas of concern relating to the current Medical Assessment Unit (MAU), with the key issues raised being;

- The majority of patients were not allocated a specified Consultant in charge
- 73% of respondents indicated patients were reviewed at least once in a 24hr period. The remainder were reviewed as required or transferred to another ward. The results in this area were dependent on the day of the week & other factors.
- 41% of respondents indicated there were on occasion patient safety issues.
- There was a predominant request for a dedicated consultant-led MAU Team
- Nursing staff were identified as providing excellent care.
- Our trainees experience on MAU provided differing opinion.

Following extensive discussions with medical staff the Trust plans to carry out two significant interventions to deal with the issues identified above. This is to introduce a new model of consultant cover to the acute medical hub - currently Medical Assessment Unit (MAU) and Medical Short Stay Unit (MSSU) & to co-locate MAU and MSSU onto the current MSSU with the new unit designated the Acute Medical Unit (AMU).

Medical Cover:

A consultation on the new model of consultant cover has started, with a view to implementing this from 2 December 2015, which will bring the following benefits:

- Improved continuity of care and named consultant for each patient for the duration of their stay on the AMU
- Early and accurate assessment & streaming
- An increase in the proportion of short stay patients (i.e. those staying less than 72 hours)
- Reduced utilisation of locums
- Improved flow leading to a decrease in the number of patient outliers & the reduction in the use of escalation beds, &
- Minimised handovers between consultants through the implementation of active handovers

In addition, a junior doctor continuity rota is planned to be introduced at the next Junior Doctor rotation (April 16).

APPENDIX C

Ashford and St. Peter's Hospitals NHS
NHS Foundation Trust

Acute Medical Unit Update:

The creation of the AMU is scheduled to take place before Christmas 2015, with the objectives of the co-location to;

- Clarify consultant ownership for every patient
- Ensure there is a consultant-led team available to manage patients throughout the day, &
- Protect medical assessment capacity to facilitate patient flow

The co-location of MAU and MSSU onto the current MSSU will vacate 29 beds on the current MAU which provides an opportunity to co-locate all stroke services at St Peters. This will provide subsidiary benefits of reducing length of stay and to provide additional escalation space.

This configuration change is currently being modelled in detail to ensure the AMU has sufficient capacity to operate effectively. The Trust is also working with the acute medicine and the specialist inpatient clinical teams to improve the efficiency of patient flow through the hospital.

This builds on the work already underway with the ward managers, and engages the consultant body in achieving reductions in length of stay, efficacy of treatment & patient experience.

APPENDIX D

Ashford and St. Peter's Hospitals NHS
NHS Foundation Trust

Improving Outpatient Services
Project Update

Aim:

The aim of the Outpatient Services project is to significantly improve the experience for patients who require outpatient consultations at Ashford and St Peter's Hospitals Foundation Trust.
The key objectives to deliver this are:

- Improvement of the quality, timeliness and effectiveness of the communication with patients relating to the booking and attendance of their appointments
- Reduction of unnecessary waits; both for having an appointment and time waiting when in clinic
- Reduction in short-notice hospital cancellations of appointments
- Improvement in all aspects of patient-facing service and experience as patients arrive for and leave their appointments

The identification of the areas for improvement, key drivers for the required changes and the measurement of performance against delivery of these objectives is being conducted using a range of reliable and patient-focussed key indicators.

Milestones:

The project continues to make progress improving the patient experience with the support of key stakeholder groups. The milestones are on track for completion April 2016;

1. Average time to answer calls in the appointment centre has significantly reduced over the last month due to better planning during the busiest times with last month's average time to answer being 2.53 mins. The target is set at 2 minutes.
   At the commencement of the project the average was 3.19 mins and at worst having been recorded at 4.24mins.

2. Backlog of DictateIT letters has significantly improved, with a subsidiary project being commenced with the team leaders and project manager to meet the 5 day turnaround target by end of this financial year.

3. 15 steps challenge action plans have been completed with the outputs shared with our Estates and Nursing teams to bring about changes to the environment that will subsequently produce improvements in patient experience.

4. Additional services are being added to the Referral Tracker System. Currently 65% of the Trust's use this triaging system which helps reduce the wait to initial outpatient booking. This system enables staff to see the referral letter electronically and triage referrals more efficiently.

5. The number of short-notice cancellations have increased, with Trauma and Orthopaedics having the highest amount. The service is reviewing why this occurs and will implement improvements to reduce future occurrence.

6. The suite of Synertec Appointment Letters are being reviewed with recommended changes being made to circa 200 templates by the end of the year. Clarity of patient letters has been identified as particularly important in improving patient experience.

7. Trust Service Managers are meeting with GP leads during December to enable both sides to agree how they can better support each other with the referral process.

Patient Engagement and Feedback

The project team and services have made great progress increasing patient feedback, from a low participation rate of just 22% in the April Friends and Family survey, up to just under 60% response rate for all eligible over the past 2 months.

Month	Total eligible	Total responses	Participation Rate
Apr-15	2593	578	**22%**
May-15	3888	481	**12%**
Jun-15	2822	1004	**36%**
Jul-15	3101	1104	**36%**
Aug-15	2136	1125	**53%**
Sep-15	2908	1676	**58%**
Oct-15	2578	1516	**59%**

The national response rate for NHS outpatients Friends and Family survey is just 6%.

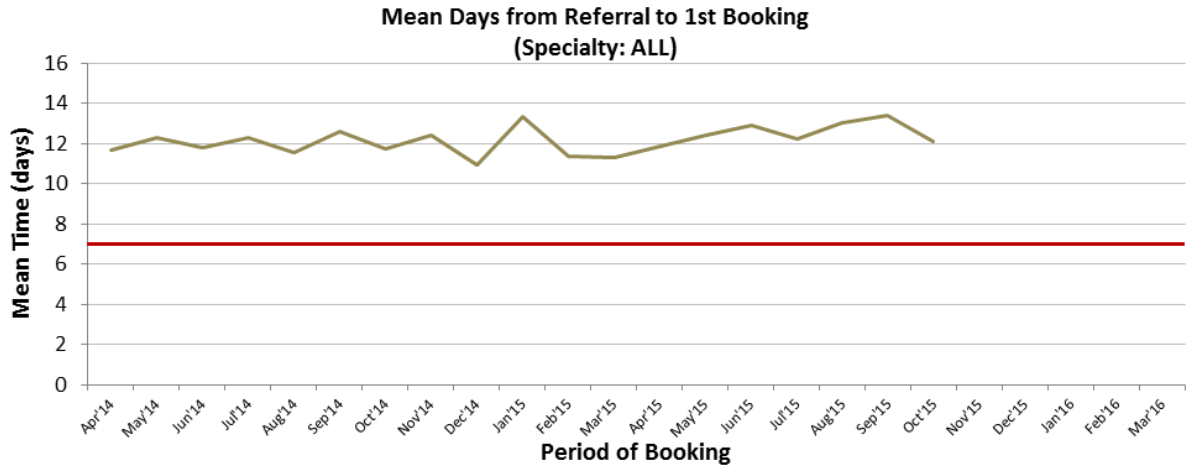
We have seen an increase in the % of positive responses since the project began, from a starting position of 92% of respondents during April being likely or extremely likely to recommend the outpatient service, to a high of 96% during the summer months.

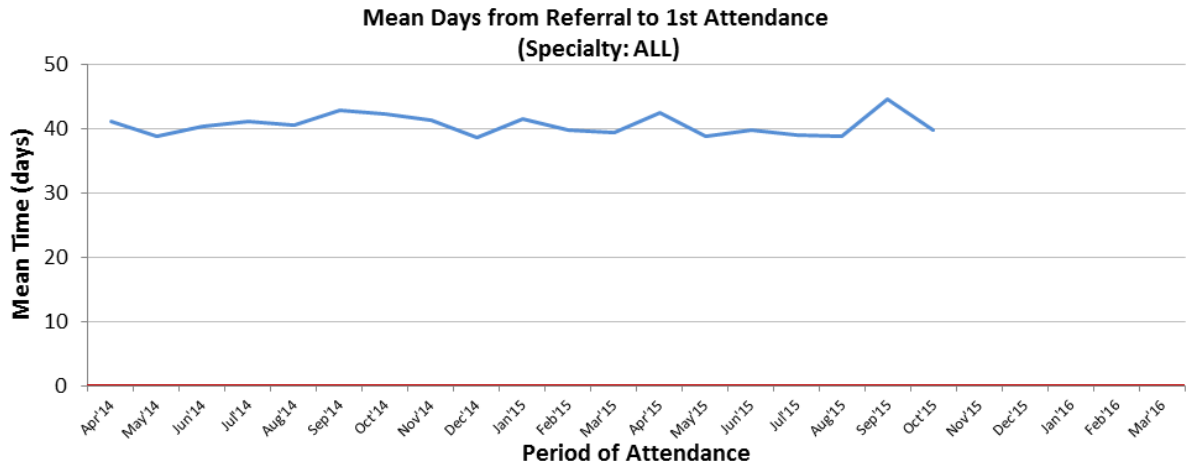
Month	Total responses	Positive	Recommend	Negative	Not Recommend
Apr-15	578	533	92%	27	5%
May-15	481	442	92%	18	4%
Jun-15	1004	951	95%	21	2%
Jul-15	1104	1042	94%	36	3%
Aug-15	1125	1077	96%	25	2%
Sep-15	1676	1602	96%	37	2%
Oct-15	1516	1419	94%	48	3%

We have also seen a reduction in the % of negative responses over the same time period, from a starting position of 5% of respondents during April being unlikely or extremely unlikely to recommend the outpatient service, to a low of 2% during the summer months.

The national positive response rate for NHS outpatients is 92% with the negative response rate being 3%.

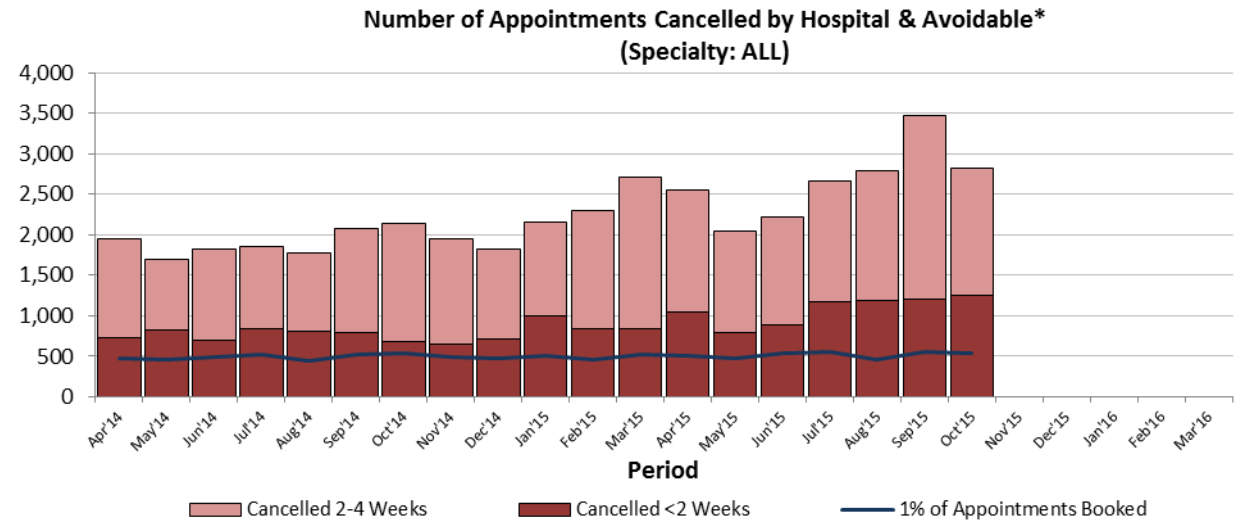
Key Performance Indicators

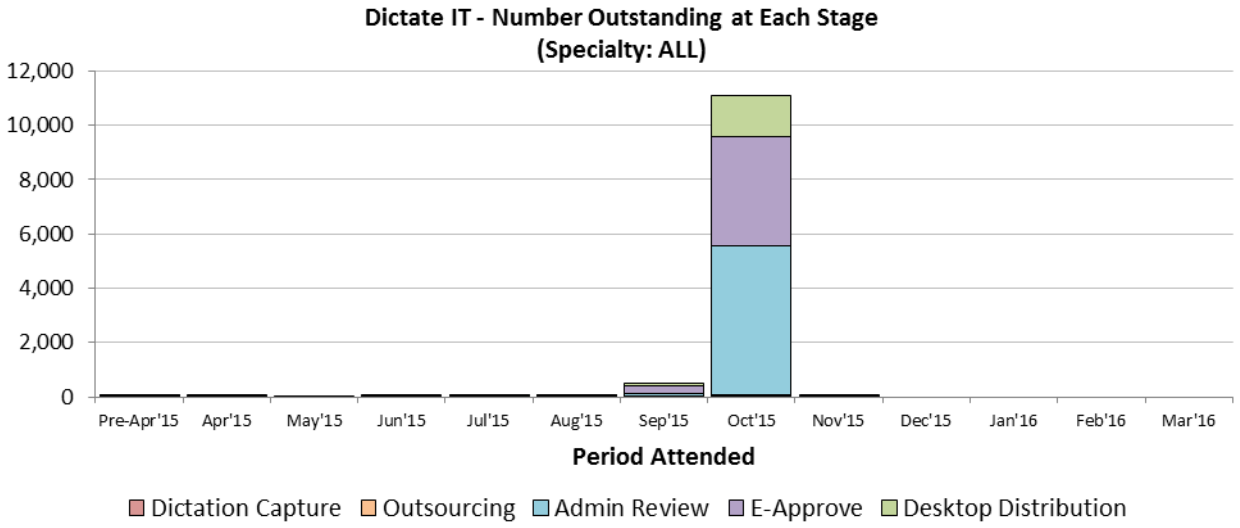


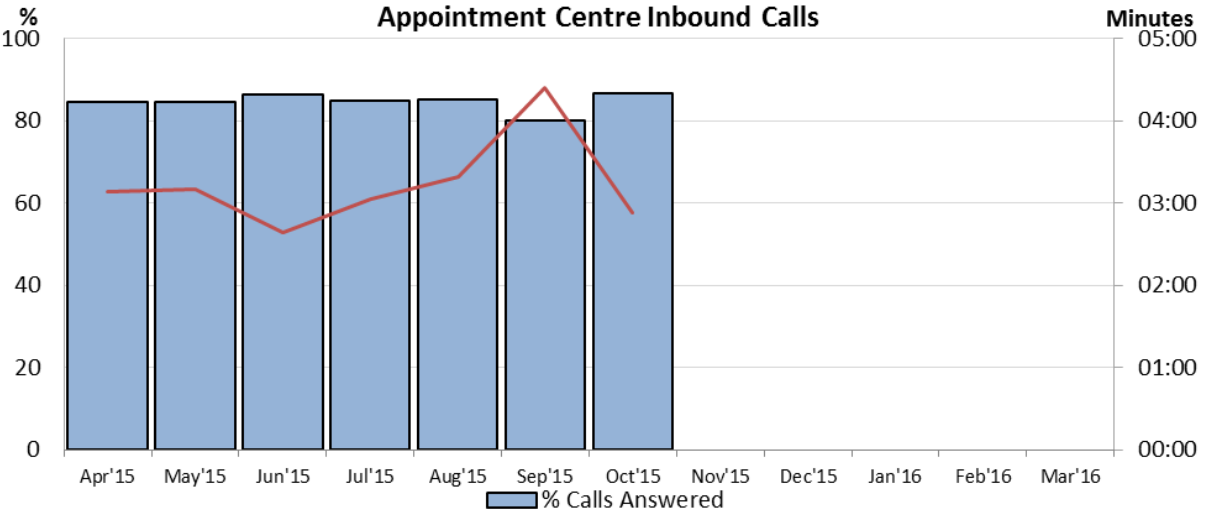


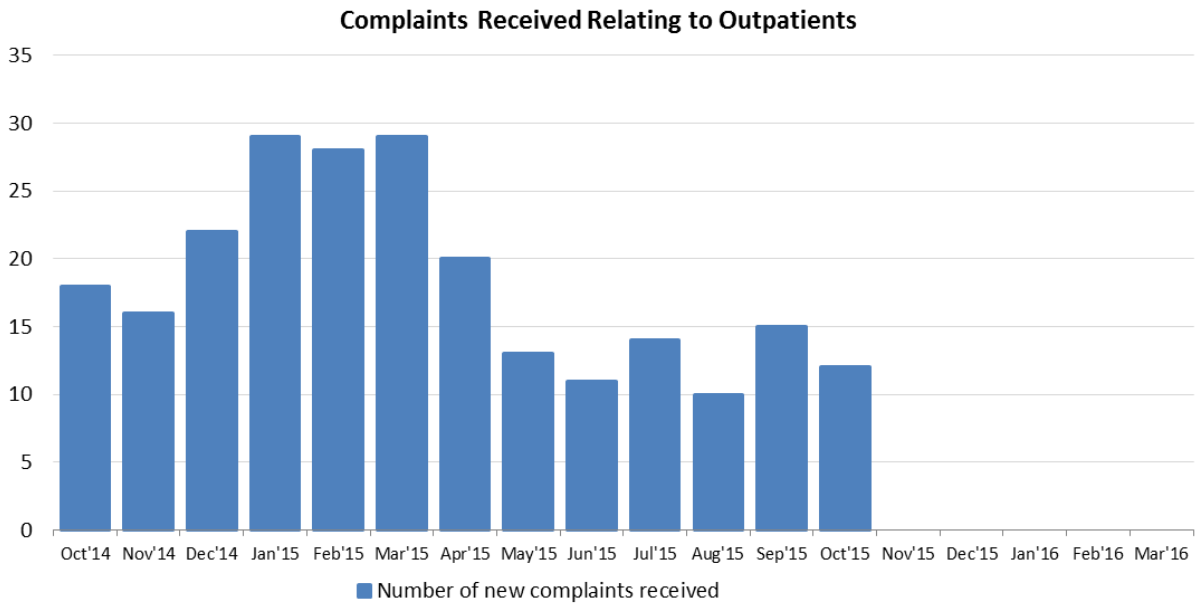
APPENDIX D

Ashford and St. Peter's Hospitals NHS
NHS Foundation Trust









Next Steps:

- Introduction of an electronic clinic room scheduler
- Ensuring DictateIT turnaround within the target of 1 week
- TV screens in all Ashford outpatient waiting areas to enable full functionality of the Clarity System, reporting on late starts and clinic utilisation
- Increasing clinic capacity to reduce wait to first appointment
- All services to use the Referral Tracker System to reduce time between referral and triage
- Reduction in short notice avoidable cancellations within the Trauma and Orthopaedics service