

Notes & Actions - ED Taskforce Implementation Oversight Group Meeting

Date Time Venue Chaired	14th September, 2015 8.30am – 10.30 am Brunel Building, Healthcare Pricing Office, Heuston South Quarter, St. Johns Road, Dublin 8 Joint Chairs - Liam Woods, Interim National Director of Acute Hospital Division & Liam Doran, Irish Nurses & Midwives Organisation
Members attending:	<ul style="list-style-type: none"> • Leo Varadkar, Minister for Health • Tony O'Brien, Director General, HSE • Liam Woods, Interim National Director, Acute Hospital Division, HSE • Liam Doran, Irish Nurses & Midwives Organisation (INMO) • Brian Murphy, Special Advisor to Minister Varadkar • Angela Fitzgerald, Deputy National Director, Acute Hospital Division, HSE • Liam Doran, INMO • Tracey Conroy, Department of Health • Steve McMahon – Irish Patients Association • John Hennessy – HSE National Director Primary Care • Pat Healy – HSE National Director Social Care (by telecon) • Gary Courtney – HSE Acute Medicine Programme • Colm Henry –National Clinical Advisor and Group Lead for Acute Hospitals • Mary Day , CEO, Ireland East Hospital Group • David Hanlon, Group Lead Primary Care Integrated Care Programme • Miriam Joyce, Department of Health • Conor Leonard – SDU, Acute Hospitals Division, HSE • Brigette Burke - HSE Acute Hospitals Division, HSE
Invitees attending	<ul style="list-style-type: none"> • Dr. Susan O'Reilly, CEO, Dublin Mid-Leinster Hospital Group • Gerry O'Dwyer, CEO, South, South West Hospital Group • Bill Maher, Group CEO, RCSI Hospital Group • Colette Cowan, CEO UL Hospital Group • Maurice Power, Saolta Hospital Group • Rob Landers, Clinical Director, South ,South West Hospital Group • Martin Feeley, Clinical Director, Dublin Mid-Leinster Hospital Group • Eileen Whelan, Dublin Mid-Leinster Hospital Group • Trina Doran South, South, South West Hospital Group • Marie Barry, South, South West Hospital Group • Margaret Swords, COO, RCSI Hospital Group • Margaret Gleeson, UL Hospital Group
Apologies:	<ul style="list-style-type: none"> • Gerard McCarthy – HSE Emergency Medicine Programme
Agenda Item	Notes and Actions
Notes & actions of previous meeting	The notes and actions of the meeting of 31 st July were forwarded to each member by email – no amendments advised
Presentations by Hospital Group CEO's	The Minister requested that the Group CEO's address particularly the issues of Closed Beds, status of funded developments in targeted sites and progress regarding nursing recruitment. <u>Presentation – Dr. Susan O'Reilly, DSHG</u> The meeting was advised as follow :

- Error in reported Admissions in Portlaoise has been corrected – attendances in obstetrics are excluded so admission rate is aggregated accordingly.
- Plans to increase OPAT use in Naas and Tallaght and maximise use of TCB's in Mount Carmel and St. Luke's
- Limited capacity (10 beds) from CHO to support Tullamore
- Limited Advanced Diagnostics capacity is a contributor to DDI's
- 6 beds (net) closed in Tullamore due to staff shortages – will be bringing 16 additional beds on stream in late November under the winter plan initiative.
- Delays in registering nurses is a risk factor to opening the 16 beds
- GP Lead is now in place to support the Group

John Hennessey advised of low update in CIT in Naas hospital (**Action S.O'R to follow up with CHO**)

Tracey Conroy requested clarification on the current number of closed beds and requested that this be addressed. (**Actions: Angela Fitzgerald**)

Liam Doran raised a query regarding the number of consultants rostered in ED's in the hospitals in DMHG.

S. O'Reilly advised of 25% increase Year on Year in numbers of over 75's presenting. Martin Feeley further advised that many were being readmitted.

Liam Doran requested information on progress regarding 'delegated discharges' (**Action: S.O'R to provide**)

Liam Doran advised the meeting that Tallaght Hospital had not advised INMO re Escalation as is required (**Action: S.O'R to address**)

Minister Varadkar queried the attendance onsite of ED Consultants after 6pm (**Action: S.O'R to provide information**)

Presentation – Mary Day – IEHG

The meeting was advised as follow :

IEHG year to date showed improvement month on month on Trolleygar figures but figures still above 2014 levels

- 4% increase in attendances of > 75 years to date in 2015 with a 15% increase in admissions.
- Meeting advised of hospitals' system analysis leading to Unscheduled Care Transformation from Triage to Discharge / Community. Inefficiencies to be identified,
- Key objectives for Group are Data Analysis, Process improvements, Target setting with a focus on PET and Trolley Waits, Escalation triggers and Sustainability.
- Innovative 'White Board' Hub now in place in SVUH and Mater allowing for real time intelligence and speedy decision making
- Directives in place to protect Acute Medical Pathway in model 4 hospitals
- Additional Diagnostics capacity required
- Target is to develop 7 day working across all sites in model 3 hospitals (Bolton Model)
- Additional bed capacity in place in anticipation of surge
- Additional Funded Capacity - 'Go Live' date for additional funded capacity for all developments advised with latest going live on 23rd November

Tracey Conroy raised a query regarding the expected outcome of the planned Unscheduled Care Transformation. Mary Day advised that waste can be identified and eliminated and patient pathways standardised.

The meeting was advised that registration of nurses was an issue and plans were in place to Nurse Bank

Stephen McMahon requested detail of PET times by site. **(Action: Angela Fitzgerald to issue)**

Presentation – Bill Maher, RCSI HG

The meeting was advised as follow :

- The Group has put in place a strong governance structure allowing the maximisation of existing group capacity
- There is strong collaboration with CHO's
- Key focus on the Care of the Elderly
- Creation of additional bed capacity
- Plans are in place for early delivery of wait list targets to avert further waiting list pressures in Q.1, 2016.
- Have challenges in DDI's, particularly in OLOL – nursing home capacity a concern
- Significant recent improvement in Connolly
- **Additional Funded Capacity** - All additional funded capacity to come on stream within target times in November **(Action: Liam Woods, Angela Fitzgerald to oversee delivery timelines)**
- Cherry Ward to provide additional capacity --single capacity in Connolly and re-designation of surgical capacity in Beaumont as additional medical space
- Assistance from SDU on Diagnostics was acknowledged - expansion of Radiology Diagnostics from 8am to 8pm from September
- Internal Group initiative regarding recruitment of nurses – holding weekly interview sessions

Garry Courtney noted that improvement in best practice use of AMP in Beaumont is essential – very high ALOS reported.

Liam Doran expressed concern regarding safe delivery of services in OLOL and queried (1) status of implementation of agreed nursing numbers on the floor, (2) clarity regarding existing arrangements for senior consultants to be on the floor, (3) is the status of implementation of 'designated discharge' **(Action: RCSI CEO to provide report to the rest of the Group on OLOL)**

Bill Maher advised that much of the agency staffing had been converted and that RCSI intend to copy successful model from Connolly

Stephen McMahon queried if nursing interviews could be escalated.

Presentation – Maurice Power, Saolta HG

The meeting was advised as follows: -

- Group are Implementing recommendations from Saolta ED Review
- Specialty Service Reviews underway
- Director of Unscheduled Care has been appointed
- Group focusing on bi-directional flow and Joint working with CHO

- GP Liaison is in place
- Frail Elderly Team in place
- 17 beds closed in St. Rita's in GUH
- The meeting was advised of insufficient capacity in GUH to deal with increasing demand
- Group has Infrastructural constraints in Galway University Hospital, Sligo Regional Hospital and Portiuncula
- Staffing shortages are an issue, particularly nursing with associated challenges in managing weekend & early discharges
- Additional 10 beds in Sligo coming on stream to support the Winter Plan
- Additional Funded Capacity – Risk advised to funded developments – a phased implementation is planned with 20 beds to be operational in early December and 10 in January. **(Action: Liam Woods, Angela Fitzgerald to oversee delivery timelines)**

The Group CEO of Saolta advised that the delay was due to the proposed timelines for the building project despite the resolution of planning and procurement issues. Tony O'Brien requested that extended hours be considered for the build if feasible **(Liam Woods / Maurice Power to link with Jim Curran, Head of Estates, HSE)**

Garry Courtney expressed concern regarding the existing use of AMAU at GUH and advised that GUH is not achieving the AMP targets **(Maurice Power to address)**

Liam Doran noted to the meeting that GUH had a migration of nurses into the private sector and expressed concern regarding the ability of Saolta to staff additional capacity.

Referring to earlier question from Liam Doran on delegated discharge, Maurice Power advised that this was being piloted in Letterkenny

Presentation – Colette Cowan, ULHG

The meeting was advised as follow :

- In 2014 trolley levels did not decrease in the summer and there is a change in historical pattern and sustained pressure on ED during 2015
- No Model 3 hospital in Group – limited capacity to flex to respond to surge in demand
- Winter resilience plan in place based on whole system approach including community services
- Protection in place of medical, surgical and paediatric assessment areas
- Strengthened management and optimal use of Level 2 hospitals
- 7 day inter hospital transfers in place with increased targets for winter
- Current campaign to increase use of LIU
- Good working relationship with CHO
- Management of potential Delayed Discharges
- Increase in medical staffing
- Significant increase in additional nurses with 145 converting from temporary to permanent contacts – regular interviews running fortnightly
- Recruitment of support staff to strengthen service
- Phased opening of LEBEN Building underway providing new Stroke/Neuro Unit & CF Unit including isolation facilities will offer 27 additional beds. This combined with re-opening of 25 closed beds at UL and 20 beds at St. Johns should support capacity requirements in winter.

Presentation – Gerry O’Dwyer, SSWHG

- The meeting was advised as follow :
- SSWHG advised of the development of a triple nested strategy including Improvement Plan, Winter Plan and Surge Plan
- Involvement of frontline clinical staff in design and improvement of process/flow to ensure a standardised approach across the hospital group.
- Additional nursing / ANP posts in place
- Nurse prescribing in ED’s
- Frail Elderly pathway in MUH
- Expansion of CIT in Kerry and Cork and rollout of CIT in Waterford and Tipperary
- Extended 7/7 AMAU in CUH
- Joint working with CHO’s re Winter Plan
- LIU has been very effective
- Working to reduce Medical LOS leading to additional bed days
- Additional Funded Capacity -Meeting advised of continuing nursing recruitment problems with registering of overseas nurses identified as one risk issues

The Minster queried the completion of CUH additional beds by November. Gerry O’Dwyer advised that the development may be at risk due to nursing shortages.

(Action: Gerry O’Dwyer, Liam Woods, Angela Fitzgerald to progress)

Progress on implementation of other ED Taskforce recommendations

ED Taskforce update:

- Angela Fitzgerald confirmed that ‘Project Vision’ was being deployed to capture and track implementation of the 88 actions.
- Monthly reports will be provided to the DoH and Minister with effect from October.
- Delayed discharge – agreed by IMO/INMO, request for separate engagement to implement in all sites
- Structured onsite attendance. Engagement through HR to support on site attendance within context of 7 day discharge.
- LOS - Specific improvements identified in DOSA rates, ALOS
- Senior Decision Makers – approval of additional Consultant Posts to support extended day

Angela Fitzgerald noted to the meeting that the Waterford PET times, for non admitted patients, of 95% is a performance that can be replicated across other sites **(Angela Fitzgerald / Group CEO’s to put actions in place)**

Minister questioned the accuracy of the data being presented. AF advised that information was validated by the Group CEO in advance of the meeting but the Group CEO’s presentation may differ due to timing of reports. **(Action: Angela Fitzgerald - weekly reports to be signed off by CEO’s prior to submission)**

Liam Woods noted to the Minister and members that the Acute Team was working closely with the Group CEO’s and all are acutely aware of the need to deliver on the ED Implementation Plan. He advised that the development of the Hospital Groups, the improved accessibility to Fair Deal, the enhanced working relationships with Social Care and Primary Care at national level will all improve the ability of the service to respond to surges throughout Winter 2014 and build sustainability into the future.

Rob Landers tabled a point in relation to the contribution that a change in Consultant work practices could make. Garry Courtney and Colm Henry agreed that this was an issue that could be further explored. **(Action: Garry Courtney/Colm Henry)**

	Stephen McMahon expressed concern regarding the potential cancellation of electives over the next few months. This was noted.
AOB	No issues raised
Future Meetings	To be advised