

## Notes & Actions - ED Taskforce Implementation Oversight Group Meeting

<b>Date:</b> <b>Time:</b> <b>Venue:</b> <b>Chaired by :</b>	<b>Tuesday 23<sup>rd</sup> February 2016</b> <b>08:30am – 11.00am</b> <b>Boardroom Dr. Steevens Hospital</b> <b>Tony O’Brien, Director General, HSE</b>
<b>Members attending</b>	<ul style="list-style-type: none"> <li>• Leo Varadkar – Minister for Health</li> <li>• Tony O’Brien – Director General, HSE (Chair)</li> <li>• Liam Woods – Interim National Director, Acute Hospital Division, HSE</li> <li>• Liam Doran – Irish Nurses &amp; Midwives Organisation (Co-Chair)</li> <li>• Brian Murphy – Special Advisor to Minister Varadkar</li> <li>• Angela Fitzgerald – Deputy National Director, Acute Hospital Division, HSE</li> <li>• Tracey Conroy – Department of Health</li> <li>• Steve McMahon – Irish Patients Association</li> <li>• John Hennessy – National Director, Primary Care, HSE</li> <li>• Pat Healy – National Director, Social Care, HSE</li> <li>• Gary Courtney – HSE Acute Medicine Programme</li> <li>• Mary Day – CEO, Ireland East Hospital Group</li> <li>• David Hanlon – Group Lead Primary Care Integrated Care Programme</li> <li>• Grace Rothwell – HSE, Head of Special Delivery Unit (SDU)</li> <li>• Michael Fitzgerald – Head of Ops &amp; Service Improvements for Older People, Social Care</li> </ul>
<b>Invitees attending</b>	<ul style="list-style-type: none"> <li>• Ann Martin – Head of Communications, Acute Hospital Division, HSE</li> <li>• Kirstin Connolly – National Communications, HSE</li> <li>• Rosarii Mannion – National Director, HR, HSE</li> <li>• Marita Kinsella – Department of Health</li> <li>• Avilene Casey, Exec. Performance Improvement Lead, Office of the Director General, HSE</li> <li>• Willie Reddy – HSE, Special Delivery Unit</li> <li>• Anne Keating – HSE, Special Delivery Unit</li> <li>• Killian Keogh – ‘Project Vision’</li> <li>• Brian O’Dwyer – Project Vision Manager</li> <li>• Brigitte Burke – HSE Acute Hospitals Division, HSE</li> <li>• Nessa Lynch - HSE Acute Hospitals Division, HSE</li> </ul>
<b>Apologies</b>	<ul style="list-style-type: none"> <li>• Colm Henry – National Clinical Advisor and Group Lead for Acute Hospitals, HSE</li> <li>• Dr. Gerry Mc Carthy, HSE Emergency Medicine Programme</li> </ul>
<b>Agenda Item</b>	<b>Notes and Actions</b>
<b>Notes &amp; actions of previous meeting</b>	The notes and actions of the meeting of 29th January 2016 were agreed
<b>Update on ED Performance provided by Angela Fitzgerald</b>	Angela Fitzgerald presented an update on ED Performance as follows:- <b>Performance:-</b> <ul style="list-style-type: none"> <li>• Attendances to ED are up by 9.6% compared to same period last year (Excl. Children’s Hospitals)</li> <li>• Trolleygar figures are down 2.2% compared to same period last year (-1.8% Excl. Children’s Hospitals)</li> </ul>

**Agenda Item:  
4. Additional  
Capacity / Closed  
Beds Update**

**Improver Sites:- Main issues identified were as follows:-**

- DDI's are an issue throughout the system
- 'Model 3' Hospitals – consultants are performing well
- The effective relationship and the manner in which we are working with the community is a good support to service delivery.
- One driver of attendances was noted as Influenza and it was noted that there is evidence that Influenza is impacting attendances with a comparison of 2016 figures to that of 2014 showing an increase in figures in 2016. The meeting was advised that the demographic of the older population is impacting this increase, with higher levels presenting than the peak last year. It was noted that the ability to withstand the pressure is more effective this year. Figures identify a more sustained impact in Limerick where there has been a noticeable increase in cases of influenza presenting.

**Other issues noted were as follows:-**

- St. James's working well in getting reduction in DDI's
- The Surgical Assessment Units have had a positive impact, particularly in Our Lady of Lourdes, Drogheda.
- Improved access to beds in Letterkenny, Mayo and Portlucan has helped and strong relationships with community services have supported this.

**Bed Capacity Update**

- Angela Fitzgerald gave a report on progress in each HG on beds, with a particular focus on additional capacity.
- It was noted that intensified efforts will be made in conjunction with HG CEO's around staffing to get beds open by Easter and prepare plans for St. Patrick's Day.

In response to a question raised by Brian Murphy re confidence in getting all beds open, it was noted that the main 'red flag' area is in SSWHG - Mercy in Cork.

Mary Day added that the 'Nurse Bank' of staff to draw upon will be live by March in the IEHG and that the Voluntary agencies are enabling this to happen – she projected that there will be 50 nurses in place by this Autumn.

Liam Doran advised that he did not share the level of optimism being articulated at the meeting. He noted that hospitals are continuously losing staff and that new graduates are exploring opportunities overseas. He added that the severe staffing levels on the ground were forcing staff out. He stated that the refusal of the ED forum to be more creative and imaginative was an issue. He suggested that a solution will require exploration beyond the current parameters such as additional money and the option of additional shifts. He advised that he agrees with the flexible working initiatives. He asked that by mid-April ED units should be staffed up properly.

Tony O' Brien responded that the ED forum does not have the authority to change the Terms and Conditions of employment.

Liam Woods referenced the Public Pay Policy, and noted that there is a challenge throughout the system regarding workforce planning and lifestyle factors. He referenced the issue of double time stating that it is outside the capacity of the group.

	<p>Tony O’Brien again raised the issue regarding the increase in attendances and queried whether there was recent evidence of the attendance pattern sliding downward. Angela Fitzgerald confirmed that it was holding at 9%. She noted that the emerging trend in the +65 year demographic category is upwards.</p> <p>Tony O’Brien stated that if this is sustained throughout the year there will be a fundamental problem.</p> <p>Anne Keating advised of a new demand in the +85 year age group and noted that this development will require a response to support it.</p> <p>Liam Doran queried the absence of data for Mullingar. Angela Fitzgerald clarified that data is gathered in Mullingar however in 2015 they moved to an IPIMS system, but manual data exists – Angela will forward data.</p> <p>Angela Fitzgerald acknowledged the progressive and effective work achieved in St. James’s through discharge planning, putting Geriatricians in place and changing their directorate structure resulting in a reduction in bed days and Trolley numbers. Liam Woods also acknowledged this achievement.</p> <p>Liam Woods noted that with the trends in attendances and Trolley numbers, more bed space needs to be created to address surges.</p> <p><b>Action: Angela Fitzgerald and Grace Rothwell to link with Hospital Groups to intensify work around staffing to facilitate opening of additional capacity by Easter and prepare a plan for St. Patrick’s Day.</b></p> <p><b>Action: Angela Fitzgerald to provide manual data on Mullingar for 2015 to Liam Doran.</b></p>
<p><b>5. Report on the 87 Taskforce Actions</b></p>	<p>Angela Fitzgerald presented an update on the 87 Taskforce actions.</p> <p>She advised that all Hospital Groups had conducted a self – assessment against the ED directive and against a suite of metrics to address three key areas of (1) Additional Capacity, (2) Unlocking capacity and (3) use of current capacity to escalate effectively.</p> <p>Grace Rothwell advised of a new approach in terms of the implementation and monitoring of the 87 actions. She outlined the breakdown of the actions as follows:-</p> <ul style="list-style-type: none"> <li>- 13 ‘Absolutes’ or ‘must do’s’ with identified metrics for the successful implementation / measurement</li> <li>- 45 High Priority Actions</li> <li>- 29 Cross Divisional Actions</li> </ul> <p>Tracey Conroy requested a status update for the next ED taskforce meeting. Grace Rothwell advised that a status update of the first phase will be available for the next meeting with the second phase available by end of April.</p> <p>In response to a query regarding the responsibility at hospital level for these actions Grace Rothwell responded that each hospital will be required to provide evidence to support each of the actions and to validate the implementation of each action. Follow up site visits will also support this process. It was noted that all Hospital Groups and</p>

	<p>COO's have been advised of this approach and of their accountability requirements.</p> <p>At the request of Tony O'Brien a briefing was given to the group in relation to the steps of the escalation process.</p> <p>Stephen McMahon presented an example of an elderly patient who had been returned from a community setting to the Acute system within 24 hours as they were identified as being too high dependency. He stated that a planned, steady managed transition process was required.</p> <p>Pat Healy informed the forum that meetings have commenced with Nursing Home Ireland to progress the challenges within 'older persons'. Geriatrician input onsite is also very important and a pilot project across 4 sites has commenced to respond to this.</p> <p>Liam Doran queried how access to diagnostics is being extended and if rosters for senior decision makers have been put in place? He also questioned at what stage the SDU identify a 'breach'? Grace Rothwell responded identifying that some hospitals have put in extra hours for diagnostics including access on Saturday mornings. She noted that senior decision maker's onsite were doing additional ward rounds and a review of rostering has taken place in 3-4 sites.</p> <p>It was noted that a draft report on Escalation breaches would issue to the DG's office immediately.</p> <p>Liam Doran requested a response relating to the 6-8 hospitals that are refusing to go through the escalation process. It was noted that Grace Rothwell and her team would support Hospital Groups in addressing this.</p> <p><b>Action: Grace Rothwell to request a status on the 13 'Absolutes' from all Hospitals for return prior to 17th March.</b></p> <p><b>Action: Grace Rothwell to work with Hospital Groups to ensure compliance regarding escalation</b></p>
<p><b>Primary Care Update</b></p>	<p>John Hennessey provided the update in relation to Primary Care addressing the following points:</p> <ul style="list-style-type: none"> <li>• There is now an improvement in the recording of homelessness figures and work is on-going to expand this process.</li> <li>• An increase of 10% has been recorded in respect to GP Out of Hours services compared to same period last year.</li> <li>• Minor surgery is now being provided in 20 sites and there is a plan to expand to 40 sites by Qtr 4, 2016</li> <li>• An update was provided in respect of Chronic Disease Management noting that in total 48 wte's were identified for 2016, including 18 dieticians and 9 Podiatrists. It was noted that the diabetic services had launched their model of care.</li> <li>• Work is currently underway in collaboration with the SDU and meetings are being arranged with the Hospital Groups and local CIT's.</li> <li>• Ultrasound -8 sites now live with 2 sites for rollout in Qtr 1, 2016.</li> <li>• Palliative care beds in Galway are open in February the feedback is positive</li> </ul>

	<p>and the CHO teams are working well.</p> <ul style="list-style-type: none"> <li>• There is a significant challenge with technology, an enabler is Health Link and there is significant work taking place to develop this.</li> <li>• The next key primary issue is the development of Chronic Care in Primary care and developing this process, pathways and models of care to support it.</li> </ul> <p>Stephen McMahon queried if there is an increase in the number of children 6 years of age and under who are accessing 'Out of Hours' services. John Hennessey confirmed that this is the case and that the presentations were mostly in relation to 'Flu'. Michael Fitzgerald noted that the consultant working with the 'OPAT' service in Limerick had left in October and this is also impacting figures. Angela Fitzgerald added that governance for OPAT may require clinical oversight and Acute Hospitals were taking this issue up with the Clinical Programmes.</p> <p><b>Action: Angela Fitzgerald / Liam Woods to discuss the governance of 'OPAT' service with the National Clinical Care Programmes'</b></p>
<p><b>Social Care Update</b></p>	<p>The update in relation to Social Care was provided by Pat Healy as follows:</p> <ul style="list-style-type: none"> <li>• The DDI numbers are now below 600 - approximately 550 since November – there are some process issues in the CHO's.</li> <li>• Homecare demand is growing in the community –Social Care are working closely with Acute Hospitals (Angela Fitzgerald) regarding this demand. A national reference group has been established to ensure a consistent approach to managing the resources. Availability of homecare workers continues to be a challenge and work with private providers continues in an attempt to respond to this shortage.</li> <li>• The Nursing Home support scheme is going well and maintaining the 4 week target- the stabilisation is positive.</li> <li>• Transitional care – 133 being delivered per week and hope to maintain this throughout the year.</li> <li>• Social Care are working well with Nursing Home Ireland and meeting HIQA to seek greater flexibility relaxing of the 5 per week target and reviewing cases on a case by case basis.</li> <li>• Stephen McMahon queried the linkages between the HSE and local government in relation to funding for adjustments to homes, aids and appliances, and whether there are any KPI's on waiting times. It was confirmed there is a lot of local activity with local government – however the response is dependent on the budget of the local government. It was also noted that local government keep KPI's in relation to this matter, and that there are different practices in the various areas. Michael Fitzgerald confirmed that there are forums in most health offices – and reiterated that this service is very budget dependant, and the numbers waiting to access such services are reviewed and monitored. Liam Woods added that the OT's in the hospitals are aware that there are delays and that the local authorities use a critical index scale in relation to budgeting.</li> </ul> <p>Brian Murphy queried if DDI's could be reduced further in the next few weeks. Pat Healy noted that 180 should be reduced to '0'. Angela Fitzgerald suggested a review of the terminology in the DDI reports with regard to applications 'not yet commenced' -consider reporting 'not yet submitted'. Liam Woods added that about 90 under 65's need community solutions and having the right kind of staff in place to achieve this is</p>

	<p>very important. He noted that as DDI's reduce more complex cases are being treated which results in a financial and resource challenge.</p> <p>Tracey Conroy requested that the SDU look at hospitals where there is opportunity to get more efficiencies with regard to processing.</p> <p>Liam Doran queried if there were any social care beds closed that could be opened. Pat Healy responded that there are not, and Cuan Ross continues to be a challenge due to the nursing home registration process (HIQA). He further advised that all capacity is being used and that it was not intended to open beds that were previously closed for some time.</p> <p>Liam Doran queried if the 35 beds in Cuan Ross could be staffed? Pat Healy advised that Social Care is meeting with Liam Woods to progress this.</p> <p><b>Action: Pat Healy to meet with Liam Woods regarding Cuan Ross</b></p> <p><b>Action: Grace Rothwell and her team to consider where greater efficiencies could be delivered.</b></p>
<p><b>Agenda Item 8. AOB</b></p>	<p>Liam Doran queried if recruitment barriers are to be removed so that existing vacancies can be filled.</p> <p>Rosarii Mannion responded that weekly meetings are taking place in an effort to address this matter and added that sanction has been provided for task transfer and that the changes to student nursing pay will also help.</p> <p><b>Action: Rosarii Mannion and Liam Woods are to meet re recruitment issues</b></p>
<p><b>Close</b></p>	<p>Tony O'Brien summed up the issues raised and thanked all for attending.</p>
<p><b>Date of Next Meeting</b></p>	<p>End of March – to be confirmed</p>