

Notes & Actions - ED Taskforce Implementation Oversight Group Meeting

Date: Time: Venue: Chaired by :	30th November 2015 8:30am – 11.00am Training Room 1, Brunel Building, Heuston South Quarter Tony O'Brien, Director General, HSE
Members attending	<ul style="list-style-type: none"> • Leo Varadkar – Minister for Health • Tony O'Brien – Director General, HSE (Chair) • Liam Woods – Interim National Director, Acute Hospital Division, HSE • Liam Doran – Irish Nurses & Midwives Organisation (Co-Chair) • Brian Murphy – Special Advisor to Minister Varadkar • Angela Fitzgerald – Deputy National Director, Acute Hospital Division, HSE • Tracey Conroy – Department of Health • Gerry McCarthy – HSE Emergency Medicine Programme • Steve McMahon – Irish Patients Association • Michael Fitzgerald, Lead Older People, Social Care • John Hennessy – HSE National Director Primary Care • Pat Healy – HSE National Director Social Care • Gary Courtney – HSE Acute Medicine Programme • Mary Day – CEO, Ireland East Hospital Group • David Hanlon – Group Lead Primary Care Integrated Care Programme • Michael Fitzgerald – Head of Ops & Service Improvements for Older People, Social Care • Avilene Casey, Exec. Performance Improvement Lead, Office of the Director General, HSE • Grace Rothwell, Head of Special Delivery Unit (SDU) (incoming)
Invitees attending	<ul style="list-style-type: none"> • Paul Connors – Head of Communications, HSE • Rosarii Mannion – National Director, HR, HSE • Martina Kinsella – Department of Health • Willie Reddy, HSE (SDU) • Fionnuala Duffy – Department of Health • Brian O'Dwyer – 'Project Vision' Manager • Killian Keogh – 'Project Vision' • Brigette Burke - HSE Acute Hospitals Division, HSE • Sean Twamley - HSE Acute Hospitals Division, HSE
Apologies	<ul style="list-style-type: none"> • Colm Henry – National Clinical Advisor and Group Lead for Acute Hospitals, HSE
Agenda Item	Notes and Actions
Welcome	Tony O'Brien, Chair, advised the meeting that Susan Mitchell, Journalist, was shadowing him for a number of days and as such he had invited her attend part of the meeting.
Notes & actions of previous meeting	The notes and actions of the meeting of 2 nd November were agreed
Progress Report on from AHD	<p>Angela Fitzgerald presented a progress report on the Winter Resilience Plans and advised that the focus was now on what needs to be done to mitigate risk. She provided an update as follows:-</p> <p>Activity</p> <ul style="list-style-type: none"> • There was encouraging evidence from last three weeks trolley numbers which show consistent reductions. • There was clear evidence of a more sustained focus and better internal process management from the Hospital Groups and individual sites. <p>Performance (Trolleys/PET/Improvers)</p> <ul style="list-style-type: none"> • Angela Fitzgerald acknowledged that the PET figures for >9 hours admission times was

disappointing and still not near the desired level.

- There was a reduction in the number of patients waiting > 24 hours in 2015 when compared to 2014 figures.

Focus Sites

Key improvements were presented to the meeting as follows: -

- Introduction of centralised bed management, Bed census, including Predicted Day of Discharge (PDD) in OLOL, and Exemplar ward in Beaumont.
- It was noted that Limerick, Beaumont and Connolly had made improvements through changes in medical rosters and that Beaumont and Connolly had reduced their ALOS by effective use of senior decision makers on the floor.
- The use of AMAU's was discussed and Garry Courtney advised that it was necessary to protect the existing spaces.

The key specific site challenges were presented to the meeting as follows:-

- Weekend discharges, optimisation of AMAU, achieving and maintaining Delayed Discharge targets, high admission rate (Naas) and opening additional capacity (Tallaght, Galway).

It was noted that clinical staff throughout the whole hospital were now very supportive of the ED initiatives.

Angela Fitzgerald advised that work was continuing with the Hospital Groups on Frail Elderly Pathways to ensure that elderly patients were directed through the AMAU where appropriate.

Additional Capacity - New

Angela Fitzgerald advised that while there has been some slippage on the opening dates the timelines now reported were conservative. She updated the meeting as follows:

- To date, 75 beds have been opened with an additional 61 planned to open by end of November. An additional 137 beds have a planned opening date in December.
- The beds to open post December were advised as 15 in Navan (additional to original scope) and 13 in Galway.
- Recruitment was proving to be the biggest risk to opening

Additional Capacity - Closed Beds

- It was noted that it was expected that 129 closed beds will be open by end of November

Liam Doran expressed concern based on local information that it may not be possible to staff the new developments without taking resources from other areas thus putting pressure on other services and staff which would not be acceptable.

Action: Rosarii Mannion to provide Tracey Conroy with a detailed report regarding the status of recruitment

The closure of existing capacity in order to open new additional capacity with a reduced nett effect was discussed – Angela Fitzgerald advised that there was no evidence of this to date. The position in OLOL who are in continuous escalation was discussed.

Steve McMahon requested information on bed compliment

Action: Angela Fitzgerald to include in reports the number of closed beds each week so nett capacity can be monitored

Action: Angela Fitzgerald to forward data on bed compliment to Steve McMahon

Risk Mitigation

Contingency plans in respect of delays were outlined by Angela Fitzgerald as follows:-

- 14 additional beds in Sligo and 11 beds in Naas, not included in the original plan, will be coming on stream for the winter period.
- Galway will open a number of beds by end of December (17).
- CIT will go live in Waterford in December and collaborative initiative by HSE and Hospital Group to seek additional funds for overflow capacity.
- Working closely with Social care re opening of Northside Capacity.

- Additional provision of private capacity in Galway is under review.

Progress on Dedicated Discharge was discussed and it was noted that this was now at an advanced stage of agreement

Action: Rosarii Mannion to continue to work with INMO in relation to the transfer of four tasks (nursing/medical interface) currently the subject of intensive discussions involving relevant parties.

Progress re Triage Nurse was raised by Liam Doran and he advised that there has been no engagement on this matter. The issue was discussed and Mary Day agreed that she will work with Liam Doran and with the Hospital Groups on this matter and report back.

Action: Mary Day to progress issue re Triage Nurse with Liam Doran and with the Hospital Group CEO's and report back to the Group

Liam Woods noted to the meeting that there was evidence that ED Physicians make a correct call re patients in 95% of cases and some work could be done to accelerate an initiative re streamlining of patients in ED. There was agreement to look at this.

Excessive wait times for tests was raised by Steve McMahon. Minister Varadkar queried if patients waiting for long periods for test could be transferred to an alternative site with shorter wait times. It was noted that existing capacity could be used more effectively.

Action: National Directors to review actions re Diagnostic wait times and better use of existing resources

Overall Progress Report on ED Taskforce Implementation Plan Actions

Angela Fitzgerald presented a report on the status of the 88 recommendations in the Implementation Plan as follows:

- 7 have been completed and 65 are in progress
- A further 11 have not yet started with 8 of those requiring further action and 3 having a longer term objective
- 4 are ongoing and have a long term objective
- Some will progress as part of the HSE National Service Plan 2016.
- The overall key challenges were identified to the meeting and included introduction of metrics, 7 day discharges, getting consistency across sites regarding level of daily admissions, discharges and Home by 11 initiative. The need to address the under developed Frail Elderly Pathways was also noted

Action: National Directors/ Angela Fitzgerald to progress introducing metrics on 65 actions so progress can be independently assessed

Winter Planning

- The Directive issued on Friday 27th November regarding ED escalation, co-signed by Minister Varadkar, was raised and it was agreed to take this matter under AOB
- The meeting was advised that there will be engagement with Hospital Group CEO's relating to specific measures arising from their Plans, particularly for the period 23rd December to 11th January.
- A special meeting to be held with RCSI Hospital Group re necessary progress.
- The requirement for Model 3 sites to take patients back in a timely manner was discussed.
- Patient transfer between hospitals was discussed and it was noted that this issue was an issue raised by most sites during the 'site visits' and that Hospital Groups are now funding a significant of non-emergency transport.

Action: Angela Fitzgerald to meet with RCSI Hospital Group to ensure progress is made

Action: Liam Woods to engage with Clinicians and Hospital Group CEO's regarding non-emergency patient transport

Oversight

- The establishment of Clinical Advisory Forum was advised with first meeting to be held on 4th December.
- The new Head of Special Delivery Unit, Grace Rothwell was welcomed on behalf of the

Group by DG.

Progress report on CHO engagement, including uptake of CIT's:

Social Care

Pat Healy reported to the group as follows:

- Some of the main challenges were Long Stay Care, non-ease of access to Home Care Providers, Special residential requests, Acquired Brain Injury cases and Dementia.
- It was noted that collaborative work was ongoing with IEHG relating to Nurse Bank to secure additional appropriate nursing staff.
- The issue of nurses being recruited by different areas from the same pool was raised and discussed
- A chart was presented outlining the improvements 2014 vs. 2015. It was noted that the emphasis is now on maintaining the good progress on Delayed Discharge levels with ULHG, Saolta and SSWHG recording low levels and DMHG and IEHG showing improvements. Anomalies in these Hospital Groups were advised as Mayo General, Mercy Hospital Cork and South Tipperary.
- In relation to a point raised earlier in the meeting regarding contingencies he advised that the Northside development was progressing well with 40 beds coming on stream before end of December. He cautioned regarding the challenges of adequate staff recruitment.
- RCSI was identified as causing most concern with numbers worsening in Beaumont and no improvement in Connolly and OLOL.
- The issues regarding delays in processing the documentation was tabled. He advised the meeting that there were process issues in some sites and now that the Fair Deal was down to 4 weeks there was an opportunity to work on this.

Action: Angela Fitzgerald and Michael Fitzgerald to work on the 'Process' issues.

- It was noted that all CHO's have provided detailed winter plans with active processes and escalation plans in place and there is evidence of good engagement with relevant hospital staff
- All short term and long term capacity is being fully utilised

Primary Care

John Hennessy presented a report providing an update in relation to progress in Primary Care Division. He advised that the main focus of Primary Care was hospital avoidance. Other priorities were advised as Rapid Access, Palliative Care, Diagnostics, Minor Injury, Flu Vaccine and Process Issues.

- It was noted that CIT activity was up, with by 6,600 patients seen by mid-November, with up to 400 new referrals each week.
- He advised that progress in Louth, Kildare and Galway was slow but steady with Drogheda, Naas and Limerick experiencing staffing issues.
- It was noted that the new site in Glasnevin was open and the service in Waterford was still on track.
- An update was given in relation to GP Access to Diagnostics in the Ultrasound Pilot sites.

A discussion was held in relation to the CIT/OPAT Programmes and the benefits and challenges of each initiative. The access of GP's to the programmes was discussed. It was noted OPAT is governed by 'Infectious Diseases' and the CIT's were governed by GP's. Tracey Conroy requested that the delivery of IV's in the community through these programmes be looked at. Liam Doran raised a concern in relation to initiatives in the community with separate governance from the Public Health Nurse. Liam Doran said discussions were still outstanding with regard to the manner in which CIT's were employed.

Action: John Hennessey and Clinical Care Strategies to discuss above issues next week.

NIMIS: The meeting was advised that it will take up to six weeks before the service is integrated

	<p>Palliative Care: A delay in the opening of 6 beds in Galway due to equipment issues was advised. In response to a query from Liam Doran, Rosarii Mannion advised that there was a sufficient pool of CNS to support Palliative Care.</p>
Engagement with Stakeholders	
AOB	<ul style="list-style-type: none"> Escalation Directive issued to Hospital Group CEO's on 27th November – The directive co-signed by Minister Varadkar was raised and the Group were advised that performance will be monitored by SDU and as a ministerial directive it gives authority to appointed local managers to be effective. It was clarified that penalties will only apply if the 9hrs is exceeded and the hospital did not go into full escalation. The issue of the senior manager, at hospital level, who would have authority, without question, to activate the directive was also discussed and this was to be clarified. Liam Doran advised that the INMO would be seeking meetings, in each location where the directive applied, seeking clarity on the exact triggers, for each location, to be applied under the directive in addition to who was the key manager. INMO notice of industrial action – Liam Doran advised the meeting that the INMO had formally served notice, of rolling two hour work stoppages commencing in the Emergency Departments of seven hospitals on Tuesday, 15th December 2015. He confirmed that an initial meeting, between INMO and senior management, had taken place regarding contingency planning. T.O'Brien advised that the HSE was taking a two pronged approach to the notice by (1) minimising the risk of action been taken through negotiation process and (2) Mitigate and manage impact. Steve McMahon expressed his deep concerns for patients should the strike happen and wished all well for an early resolution.
Date of the next Meeting	Next Meeting will be held on 21 st December, Boardroom, Dr. Steevens