Hospital Wide Patient Flow

Right Patient, Right Place, Right Time

NHS
Wirral University Teaching Hospital
NHS Foundation Trust

Edition 9: May 2024

2023/24 Year End Reflection

Engagement in the Hospital Wide Flow Programme has been outstanding over the past year.

We would like to thank everyone involved for their contribution, ideas and enthusiasm in delivering improvement outcomes,

Summary Of Achievements:

Providing and sustaining an average **82.1%** radiology order to exam within 24 hours and an average **94.78%** radiology exam to report within 4 hours turnaround for inpatients.

27.30% decrease in the number of patients with a LOS 14+ days and **30.92% decrease** in the number of patients with a LOS 21+ days, at the end of March 2024 compared to end of March 2023.

11.56% increase in the number of patients being discharged before 16:00 across Q4 2023/24 in comparison to the same period in 2022/23.

13.45% increase in the number of patients being discharged before 14:00 across Q4 2023/24 in comparison to the same period in 2022/23.
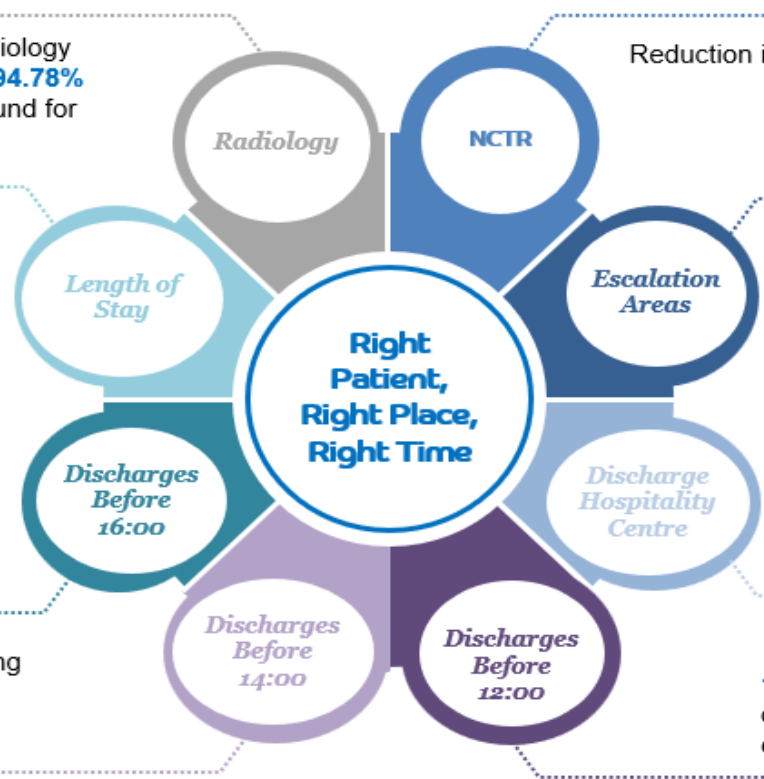
Reduction in the number of no criteria to reside patients by **130**.

Successful and sustained **closure of escalation areas including M3.**

76.8% increase in DHC utilisation for the month of March 2024 in comparison to the same period in 2023.

13.77% increase in the number of patients being discharged before 12:00 across Q4 2023/24 in comparison to the same period in 2022/23.

Radiology | NCTR | Escalation Areas | Discharge Hospitality Centre | Discharges Before 12:00 | Discharges Before 14:00 | Discharges Before 16:00 | Length of Stay

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Reduction in Long Length of Stay and No Criteria to Reside Patients

- **WUTH established the Transfer of Care Hub in shadow form with the Discharge Director**
- **Executive Discharge Cell commenced**
- **Focus on improved pathways, processes and escalations**
- **Visibility of data and where delays were occurring**

No-criteria to reside January to December 2023
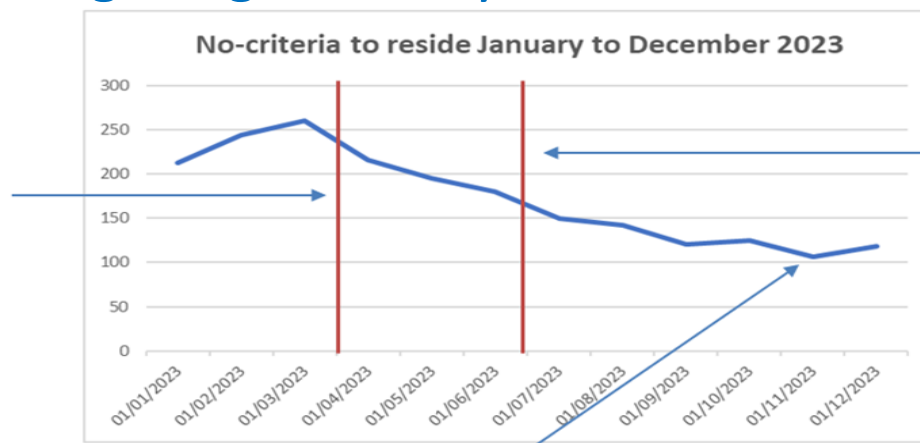
100 no-criteria to reside patients achieved from 260 at its highest point

- **Formal establishment of the Transfer of Care Hub at WUTH**
- **Social workers transfer back to Local Authority and come under a single WUTH leadership structure in collaboration with the Local Authority**
- **New reporting arrangements introduced**
- **Reduced transactional hand offs between organisations**

Reduction in Long Length of Stay patients

The charts illustrates the sustained reduction over the past 12

No of inpatients with LoS 14+ days

No of inpatients with LoS 21+ days
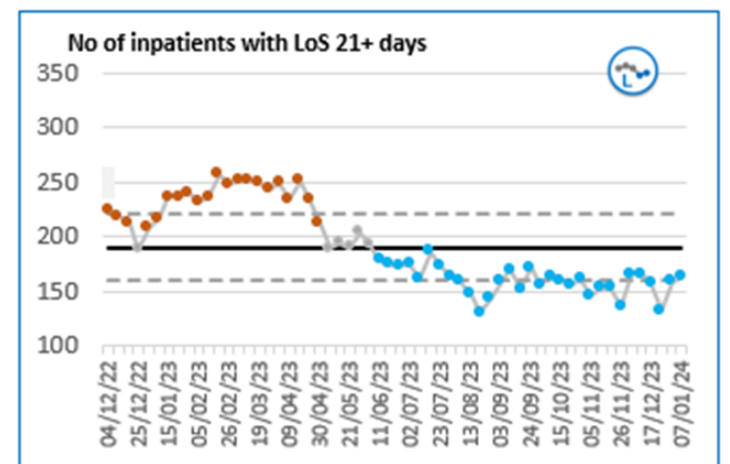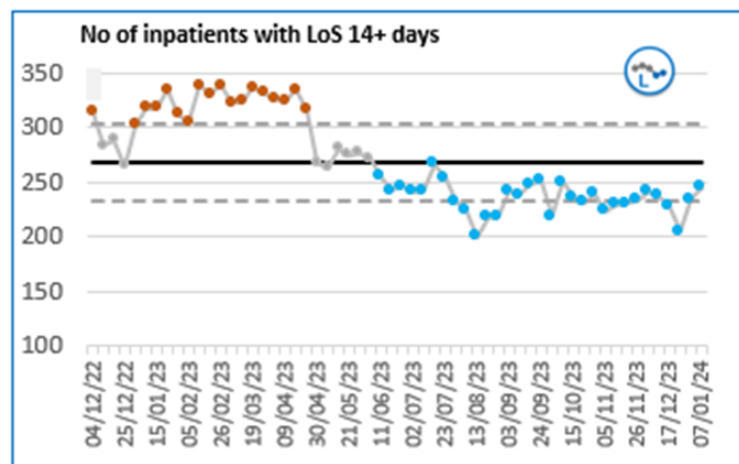
How Have we Achieved This?

This achievement is the result of robust internal process and collaborative working with system partners

WUTH improvement

WAVE
Best Value. Best Care. Best WUTH.

For more information, contact:

Helen Walker: Associate Director of Improvement : 8458

Adam Pennington: Programme Manager: 7013

Andrew Sutcliffe: Programme Manager: 5277

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NHS Wirral University Teaching Hospital NHS Foundation Trust

2023/24 Year End Reflection

Summary Of Achievements:

Hospital Wide Flow: Timeline of Improvement and KPI Comparison 2022/2023/2024

Timing of Discharges
Timeline Overview of Improvement, 2023/24

Timeline annotations: HWF Programme launch; Identification, Visibility and Timing of Discharges working group launched; Medicine d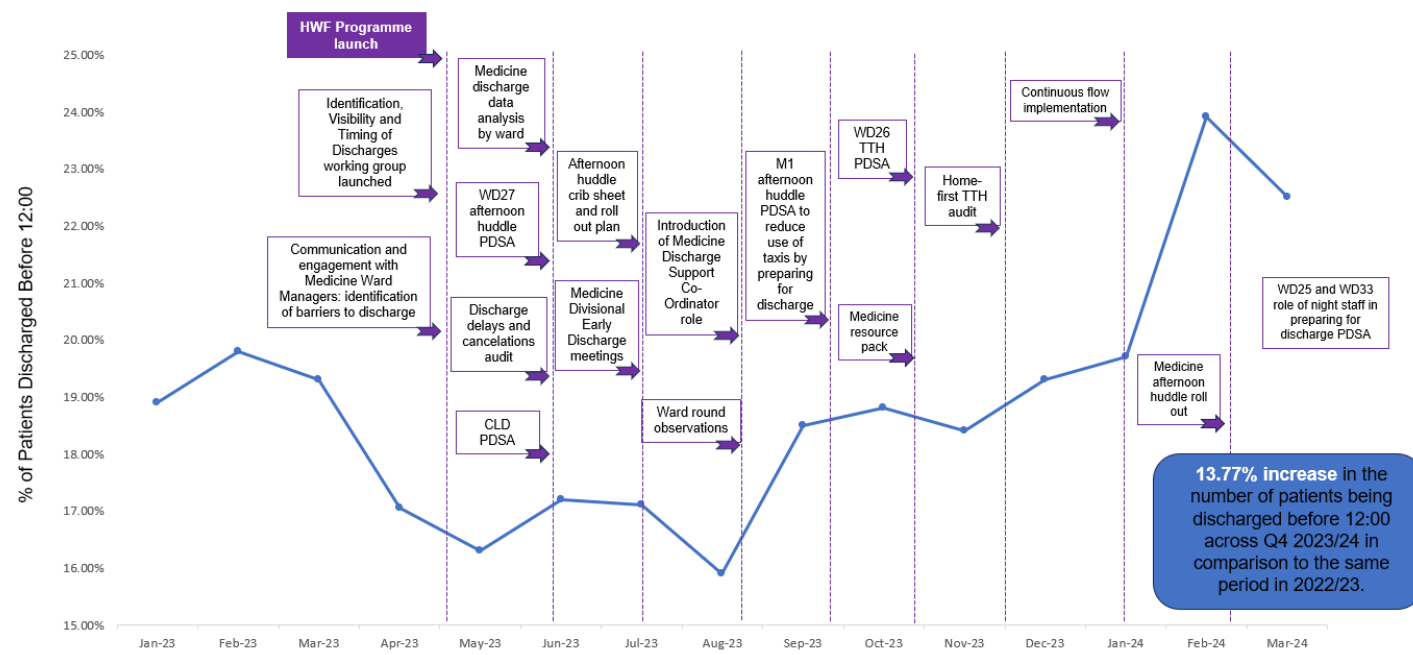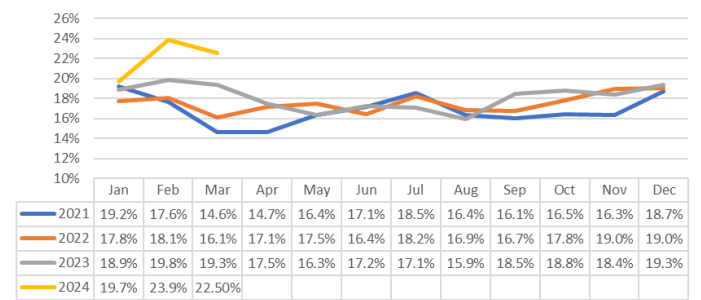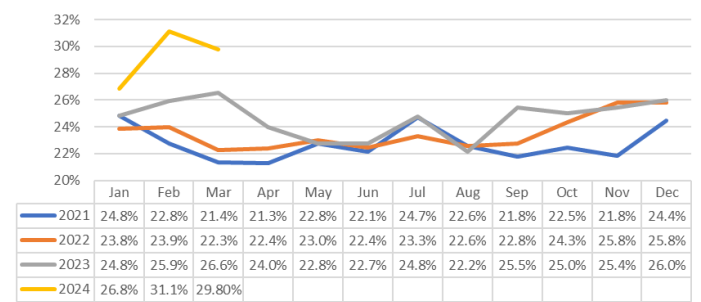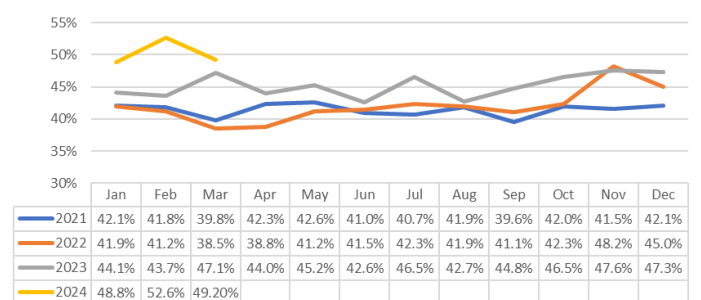ischarge data analysis by ward; Communication and engagement with Medicine Ward Managers: identification of barriers to discharge; WD27 afternoon huddle PDSA; Afternoon huddle crib sheet and roll out plan; Introduction of Medicine Discharge Support Co-Ordinator role; M1 afternoon huddle PDSA to reduce use of taxis by preparing for discharge; WD26 TTH PDSA; Continuous flow implementation; Home-first TTH audit; Discharge delays and cancelations audit; CLD PDSA; Medicine Divisional Early Discharge meetings; Ward round observations; Medicine resource pack; Medicine afternoon huddle roll out; WD25 and WD33 role of night staff in preparing for discharge PDSA

13.77% increase in the number of patients being discharged before 12:00 across Q4 2023/24 in comparison to the same period in 2022/23.

% Discharged Before 12:00
(from base wards including transfers to DHC)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2021	19.2%	17.6%	14.6%	14.7%	16.4%	17.1%	18.5%	16.4%	16.1%	16.5%	16.3%	18.7%
2022	17.8%	18.1%	16.1%	17.1%	17.5%	16.4%	18.2%	16.9%	16.7%	17.8%	19.0%	19.0%
2023	18.9%	19.8%	19.3%	17.5%	16.3%	17.2%	17.1%	15.9%	18.5%	18.8%	18.4%	19.3%
2024	19.7%	23.9%	22.50%									

% Discharged Before 1400
(from base wards including transfers to DHC)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2021	24.8%	22.8%	21.4%	21.3%	22.8%	22.1%	24.7%	22.6%	21.8%	22.5%	21.8%	24.4%
2022	23.8%	23.9%	22.3%	23.0%	22.4%	23.3%	22.6%	22.8%	24.3%	25.4%	25.8%
2023	24.8%	25.9%	26.6%	24.0%	22.8%	22.7%	24.8%	22.2%	25.5%	25.0%	25.4%	26.0%
2024	26.8%	31.1%	29.80%									
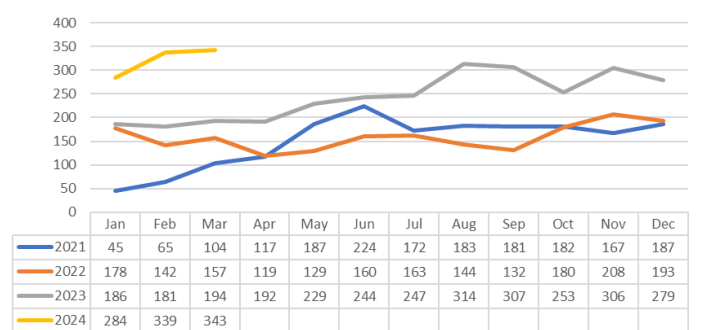
Discharge Hospitality Centre Utilisation
Timeline Overview of Improvement, 2023/24

Timeline annotations: HWF Programme launch; Audit of DHC throughput: CERNER data vs DHC paper records; DHC working group launch; DHC process mapping; DHC promotion campaign; WD20 and WD33 DHC PDSA: utilisation, process and data capture; WD20 and WD38 DHC pull model PDSA; DHC patient experience engagement and questionnaire; DHC next day listing included within afternoon huddle process; Co-production of electronic discharge checklist including handover to DHC; Surgery Division focus and comms; WD10 DHC PDSA; WD11 DHC PDSA; Capman transfer request launch; DHC promotion and education video launch; DHC patient leaflet included in ward folders; WD14 & WD18 DHC PDSA

76.8% increase in DHC utilisation as at the end of March 2024 in comparison to the same period in 2023.

% Discharged Before 16:00
(from base wards including transfers to DHC)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2021	42.1%	41.8%	39.8%	42.3%	42.6%	41.0%	40.7%	41.9%	39.6%	42.0%	41.5%	42.1%
2022	41.9%	41.2%	38.5%	38.8%	41.2%	41.5%	42.3%	41.9%	41.1%	42.3%	48.2%	45.0%
2023	44.1%	43.7%	47.1%	44.0%	45.2%	42.6%	46.5%	42.7%	44.8%	46.5%	47.6%	47.3%
2024	48.8%	52.6%	49.20%									

DHC Discharges

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2021	45	65	104	117	187	224	172	183	181	182	167	187
2022	178	142	157	119	129	160	163	144	132	180	208	193
2023	186	181	194	192	229	244	247	314	307	253	306	279
2024	284	339	343									

How Have we Achieved This?

This achievement is the result of combined efforts of Ward MDTs, Transfer of Care Hub, Discharge Hospitality Centre and the Flow Team who have aided with:

- Participation in project working groups to identify barriers to flow and proposing solutions

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