

"It's the end of hospital care as we know it....and I feel fine"

Rob Webster Chief Executive Leeds Community Healthcare NHS Trust







"Unprecedented Times"



Leeds Community Healthcare NHS Trust





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"The terrible experiences came largely from wards lacking in strong, principled and caring leadership" - Robert **Francis** QC



"Let's take a fresh perspective"







Current provision of urgent and emergency care services

There are >100 million calls or visits to urgent and emergency services annually:

Self-care and self management	 438 million health-related visits to pharmacies (2008/09)
Telephone care	 24 million calls to NHS urgent and emergency care telephone services 8.49 million calls to emergency 999 services (2011/12) 4.4 million calls to NHS Direct (2011/12) 2.7 million calls to NHS 111 (2012/13) 8.6 million calls to GP out-of-hours services (2007/08) 36 million telephone consultations in general practice (2008/09)
Face to face care	300 million consultations in general practice (20010/11)
999 services	6.71 million emergency ambulance journeys
A&E departments	 14.9 million attendances at major and single specialty A&E departments (2012/13) 6.9 million attendances at Minor Injury Units, Walk in Centres and other minor A&E departments (2013/13)
Emergency admissions	 5.2 million emergency admissions to England's hospitals (2012/13)

Source: NHS England







Birmingham

- **Urgent care Bureau (Single point of access)** takes all urgent calls from GPs and anyone else with an urgent but not emergency issue. Average 500 calls a week and puts packages into 200 individuals a week to avoid hospital admission.
- **Rapid response service** this takes patients either through the single point of access, direct from A&E or direct from wards. They have a two hour response target. The equivalent of 6 virtual wards ie 180 individuals as active patients receiving anything from 1 to 5 calls a day.
- **Community Beds** just under 400 community beds across 7 units ranging from nurse led to full consultant geriatrician and medical rota cover, running currently at 97% occupancy.
- Integrated Multi disciplinary teams (District Nurses, OT, Physio and SW) 40 teams who have an active caseload of approx 3,000 patients.
- These numbers are far greater than the number of acute medical beds across the 3 acute trusts in Birmingham

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Future Hospital Commission What the future hospital report means for patients

Summary of Future hospital: caring for medical patients, a report from the Future Hospital Commission to the Royal College of Physicians

Facts and figures

- 1 Life expectancy at birth is now 12 years longer than at the inception of the NHS in 1948. People aged over 60 now make up nearly a quarter of Britain's population.⁹
- 2 Half of those currently aged over 60 have a chronic illness. This proportion will increase as the number of people aged 85 or older doubles in the next 20 years.¹⁰
- 3 Nearly two thirds of patients admitted to hospital are over 65 years old, and around 25% of hospital inpatients have a diagnosis of dementia.^{11,12}
- 4 The average length of stay in acute care in the UK in 2010 was 7.7 days, significantly higher than in Australia (5.1), the Netherlands (5.8) and the USA (4.9).¹³
- 5 People over 85 spend around eight days longer in hospital than those under 65 years old – 11 days compared to three. People over 85 years old now account for 22% of all days spent in our hospitals' beds.^{11,12}
- 6 There is an increase in mortality of around 10% among patients admitted at weekends. The reasons for this are complex.¹⁶ However, reports show an association between the presence of senior doctors and improved clinical outcomes for patients.¹⁵
- 7 Over a quarter (28%) of consultant physicians rate their hospital's ability to deliver continuity of care for patients as poor or very poor.¹⁶



"Elsie's Keys"







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There are no gaps in my care

l am fully involved in the decisions and know what is in my care plan

The team always talk to each other to get the best care for my son I want to do the same as everyone else, and only have to talk to one person

"My care is planned with people who work together to understand me and my carer(s), put me in control, coordinate and deliver services to achieve my best outcomes"

> I always knew who was in charge of my care and who to contact

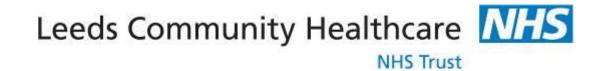
I didn't have to wait in all day for lots of different people to come at different times

> It is less time consuming if all services are together in one place

I don't have to keep repeating myself to lots of different people

Source: Patient experience and National Voices

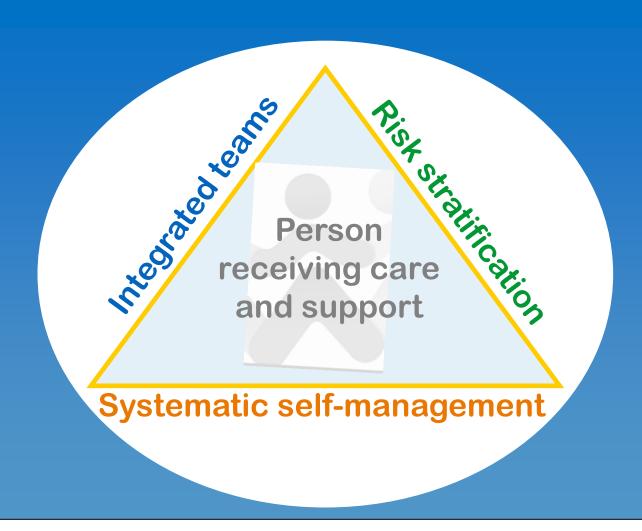




"Ditch the burning platform, we need a burning ambition - a new NHS"







Supporting older people and people with long-term conditions – the Sir John Oldham model





Gateway to Services

Rapid Response

Care & Case Management

Recovery Rehabilitation and Reablement Service











"A note on culture - my house, my rules"







"Leadership Matters..."









Many NHS staff – from the blunt end to the sharp end - demonstrate every single day the values of safety, civility, and compassion, providing the highest quality of care to patients even in challenging circumstances. Their excellent work must be celebrated. More than that, their values must be continually reinforced through the commitment and actions of leaders.

Professor Michael West



Leeds Community Healthcare NHS Trust



Your nation's commitment to health care as a human right and to healing as a shared mission is second to none in the world. And all of that is possible through you; only through you... Don Berwick's Letter to **NHS Staff**





Summary



