Implementing NHS Services Seven Days a Week

Deborah Williams
7 Day Services Programme Manager
NHS England

November 2015
NHS Five Year Forward View

‘To reduce variations in when patients receive care, we will develop a framework for how seven day services can be implemented affordably and sustainably, recognising that different solutions will be needed in different localities’
Government Commitment

‘We will...ensure you can see a GP and receive the hospital care you need, 7 days a week by 2020’

‘...with hospitals properly staffed, so that the quality of care is the same every day of the week’

Conservative Party Manifesto, 2015
What’s the problem?

- Mortality associated with acute care varies by day of admission (and so does the acuity of illness)
- Length of stay varies by day of admission
- Discharge rate varies by day of the week
- Readmission rate varies by day of discharge
- Medical, nursing, AHP and managerial staffing levels vary by day of the week
- Trainees' perception of supervision by consultants varies by day of the week
The Clinical Case refreshed – findings from 2013/14 mortality re-analysis

Compared with a Wednesday, the risk of 30 day mortality

- for those admitted on a Saturday is 10% higher
- for those admitted on a Sunday is 15% higher
- for those admitted on a Friday is 2% higher
- for those admitted on a Monday is 5% higher, indicating a clearer “weekend effect”

- While the overall number of patients admitted at the weekend is lower, the proportion of very sick patients is higher on average than during the week.
What is already in place at weekends?

- Emergency services for immediately life-threatening conditions such as major trauma, stroke, MI, often networked to deliver safe access 7/7
- A “traditional” on-call approach for many urgent conditions
- Rapid access to consultant opinion where a trainee thinks it necessary
- Access to diagnostics BUT capacity doesn’t always match demand = Monday surges
- Access to consultant-directed interventions BUT capacity doesn’t always match demand
Clinical Standards for 7 Day Services

- Developed under the leadership of Sir Bruce Keogh in association with a wide range of stakeholders.
- NHS IQ set up a self-assessment tool for Trusts to measure their own performance and benchmark.
- The standard contract required a plan in 15/16 with an aim to meet 5 of the standards in 16/17 and all 10 in 17/18.
- Concern over affordability led to a direction to focus on the four most likely to impact on weekend mortality and an amended timetable.
Priority Clinical Standards for 7DS

Priority standards are the minimum set of clinical standards needed to tackle variations in mortality. Their selection is supported by the Academy of Medical Royal Colleges.

- Standard 2: Time to consultant review
- Standard 5: Diagnostics
- Standard 6: Consultant directed interventions
- Standard 8: On-going review in high dependency areas

- Achievement of these clinical standards in acute trusts has been baselined for the first time. Raw data is at https://www.england.nhs.uk/ourwork/qual-clin-lead/7-day-week/
Clinical standards which support quality improvement

All standards remain important to the delivery of consistently high quality care and many are being addressed through other initiatives, e.g. progress will be made towards Standard 9: through programmes that promote the delivery of care closer to home.

Standard 1: Patient Experience
Standard 3: MDT Review
Standard 4: Shift Handover
Standard 7: Mental Health
Standard 9: Transfer to primary, community social care
Standard 10: Quality Improvement
Current performance against the 4 Priority Standards

A third of hospitals across England are currently achieving 7 day service clinical standards in 50% of the relevant clinical services.

Clinical standard 2: time to consultant review

Number of specialties by hospital in which ≥ 90% of patients are seen by a consultant within 14 hours of arrival

- In 1 in 10 hospitals across England inpatients are seen by a consultant within 14 hours of arrival at hospital at least 90% of the time in all specialties recorded in the baseline exercise.
- 1 in 4 hospitals report that they achieve the 90% performance for seven specialties or more.
- Specialty level performance varies with almost half of Trusts reporting that in general medicine they see patients within 14 hours over 90% of the time compared to a third in trauma and orthopaedics.

Clinical standard 5: diagnostics

Number of diagnostic services available 7 days per week by Hospital

- Just over 1 in 10 hospitals across England report that they provide all 14 of the diagnostic services recorded in the baseline seven days a week.
- At diagnostic service level results vary between a reported 100% seven day service availability for biochemistry in comparison with a reported 52% for echocardiography.
Current performance against the 4 Priority Standards

Clinical standard 6: consultant directed interventions

• Over half of hospitals across England report that they provide or have a formal network arrangement in place for all nine consultant directed interventions across all seven days of the week.
• Results vary between consultant directed intervention services with 98% of hospitals reporting they provide seven day critical care either on site or via a network agreement whilst only 73% of hospitals provide access to urgent radiotherapy seven days per week.

Clinical standard 8: consultant review

• Clinical standard 8 states that patients should be reviewed by a consultant twice daily in high dependency areas and at least once a day in all other ward areas.
• Across England only 1 in 20 hospitals report that they meet this standard in all specialties.
• By specialty results range from 85% in intensive care to 33% in geriatric medicine.
### Performance of hospitals in England

#### Filter your results

**Topics**
- Key facts
- Efficiency
- Food
- Friends and family test
- Reporting culture
- Seven day services

**Location**
- Please enter a location or postcode
- Within: England
- Organisation name

**Update results**

Showing 1-10 of 1087 results | Results per page: 10

<table>
<thead>
<tr>
<th>Organisation Information</th>
<th>Inpatients seen by a consultant within 14 hours of arrival at hospital</th>
<th>Diagnostic services available seven days per week</th>
<th>Interventional services available seven days per week</th>
<th>Seven day services: ongoing review of patients by consultants</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BMI Three Shires Hospital</strong></td>
<td><img src="image" alt="10/10" /></td>
<td><img src="image" alt="11/14" /></td>
<td><img src="image" alt="7/9" /></td>
<td><img src="image" alt="10/14" /></td>
</tr>
<tr>
<td>The Avenue, Cliftonville, Northampton, Northamptonshire, NN1 5DR</td>
<td>Relevant clinical areas in the trust report that patients were seen by a consultant within 14 hours 90% or more of the time</td>
<td>Diagnostic services are available all week</td>
<td>Consultant directed interventions are available all week</td>
<td>Specialties meet the standard</td>
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<tr>
<td>Tel: 01604 620311</td>
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| **BMI The Park Hospital** | ![8/10](image) | ![9/14](image) | ![8/10](image) | ![3/6](image) |
| Sherwood Lodge Drive, Burtatump Country Park, Arnold, Nottinghamshire, NG5 6RX | Relevant clinical areas in the trust report that patients were seen by a consultant within 14 hours 90% or more of the time | Diagnostic services are available all week | Consultant directed interventions are available all week | Specialties meet the standard |
| Tel: 0115 9662000 | ![Add to shortlist](image) | ![Add to shortlist](image) | ![Add to shortlist](image) | ![Add to shortlist](image) |

| **CircleBath hospital** | ![2/10](image) | ![13/20](image) | ![15/18](image) | ![13/16](image) |
| Foxcote Avenue, Peasedown St John, Bath, BA2 8SF | Relevant clinical areas in the trust report that patients were seen by a consultant within 14 hours 90% or more of the time | Diagnostic services are available all week | Consultant directed interventions are available all week | Specialties meet the standard |
| Tel: 01761 422 324 | ![Add to shortlist](image) | ![Add to shortlist](image) | ![Add to shortlist](image) | ![Add to shortlist](image) |
Trajectory

• By March 2017, a quarter of the population who have urgent or emergency hospital care needs will have access to the same level of consultant assessment and review, diagnostic tests and consultant-led interventions seven days a week.

• This first tranche will include 5 areas that together serve over 9.5 million people. These are Northumberland and the North East; Greater Manchester; Leicester, Leicestershire and Rutland; Southampton; and North West London.

• By 2018, 50% of the population will have access to these services.

• By 2020, there will be complete coverage for the whole of England, so that every in-patient will receive the same standard of urgent and emergency care, whatever the day of the week.
Urban areas committed to the achievement of seven day hospital services by March 2017

Greater Manchester
- Serves a population of 2.5m
- 7DS baseline results varies although Wythenshawe Hospital reports full compliance. Wigan has produced a case study which reports improvement in patient outcomes following implementation of 7DS.
- The city includes Salford Royal NHS FT which was the first trust in the North of England to achieve CQC ‘Outstanding status’ the highest rating given. The trust attributes its low weekend mortality rating to a move to 7DS.

North East
- Serves a population of 2.01m
- Compliance with the 7DS standards is variable across the region with some challenges in Newcastle.
- The region, however, includes Northumbria Healthcare Trust which opened the first dedicated emergency care centre in the UK earlier in 2015: seven day consultant led and consultant delivered acute care service with reconfiguration of education to maximise junior doctors training in acute care

Leicester, Leicestershire & Rutland
- Serves a population of 1.1m
- University of Leicester Hospitals Trust is the largest single A&E site outside London and plans to relaunch its A&E front door service in 2016
- As an UEC vanguard the group will create a new alliance-based UEC System where all providers work as one network

North West London
- Serves a population of 2m
- Made up of 8 Clinical Commissioning Groups and associated acute, MH and community trusts who work together to deliver 7DS: treatment at the right place, at the right time is a key principle of the ‘Shaping a Healthier Future’ programme.
- The collaborative is keen to ensure their work on 7DS is promoted as a joint venture.

Southampton
- University Hospital Southampton NHS Foundation Trust (UHFT) provides services to 1.9m people living in Southampton and South Hampshire
- The Trust scores well in most areas of the 7DS baseline assessment
NHS IQ’s 7DS Programme

A dedicated programme of support and investment over 3-5 years:

- Regional focus, led by RMDs and RDs
- Working with all commissioners and providers to ensure they have improvement expertise, capability and tools to implement the clinical standards
- Ensuring patients, carers and users across the health system are actively engaged in designing and influencing solutions to meet local health needs
- Working with ‘early adopter’ communities to look for new and innovative ways of providing sustainable seven day services
- Improving and supporting the use of a seven day service self-assessment tool so progress against the 10 clinical standards can be tracked
Working in Partnership

Inspection and assurance

• The CQC and the Chief Inspector of Hospitals have agreed to routinely assess the availability of seven day services as part of the assessment of safety within a hospital. For acute services to be judged safe they have to be safe seven days a week.

Education commissioning

• Health Education England (HEE) has agreed that education contracts should include consultant availability to provide adequate supervision of doctors in training, seven days a week.
Jeremy Hunt’s Evidence to the Health Select Committee

“Implementing the key clinical standards for seven day services will involve different approaches in different areas. All areas will implement in the way that makes sense for them, minimising additional costs and maximising opportunities for using existing resources better. We think that there may be some up-front costs, of the order of hundreds of millions of pounds, but we also think we may recoup some of those costs because of the increased efficiency of safer patient care”
“Seven day NHS services is fundamentally about quality and safety. Patients should be able to expect safe care from the NHS – that is, they accept the risk of their disease and they accept the risk of treatment, but they should never have to accept increased risk because of the way the NHS does its business”.

Sir Bruce Keogh