NHS Services, Seven Days a Week

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Hospital Care at Night
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“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.”
Poorer Outcomes for Patients: Evidence

- London Health Programmes - the Case for Change in Adult Emergency Services
- Dr Foster 2011 Good Hospital Guide
- Royal College of Surgeons’ report on High Risk General Surgical Patients
- Academy of Medical Royal Colleges’ report - Seven Day Consultant Present Care
- Analysis of 14.2m NHS admissions in 2009/10 (Pagano / Keogh)
- Imperial College London - study of 4m elective procedures 2008-2011
Why have a seven day service?

• Quicker and better decision making.
• Shorter length of stay.
• Fewer delays for patients and fewer complications.
• More efficient use of expensive equipment.
• Better training opportunities for NHS staff.
• Reduced bed pressure Monday – Friday.
NHS Services, Seven Days a Week Forum

• Chaired by the National Medical Director, Prof Sir Bruce Keogh, and including clinicians and representatives from commissioners, providers and regulators.

• The review focused, as a first stage, on urgent and emergency care and supporting diagnostic services.

• Forum was asked to identify the consequences of the non-availability of clinical services across the seven day week.

• Provide insight and evidence to NHS commissioners and proposals for using levers and incentives to support a move to seven day services.
Summary of Initial Findings

- Ten **standards** for commissioners describe the minimum standards of urgent and emergency care patients should expect to receive seven days a week.

- The use of **levers** beyond pure commissioning levers are required. A mix of formal, contractual and informal levers should be used.

- A rapid expansion of seven day services everywhere would be expensive and probably impractical. In the longer term, seven day services are likely to support **the case for consolidation** of some hospital services on fewer sites.
The 10 Clinical Standards

- Patient Experience
- Shift Handovers
- Mental Health
- Intervention / Key services
- Time to first consultant review
- MDT Review
- Quality Improvement
- Transfer to community and Primary and social care
- Diagnostics
- On-going review
The Forum’s proposals for:

• ten clinical standards,

• the use of contractual and other levers, and

• broadening the Forum’s remit in 2014,

were accepted in full by NHS England’s Board.
Ambition

• NHS England’s ambition is that service users in every community across England should be able to access urgent and emergency care services delivered in a way that meets the ten clinical standards every day of the week.

• In some communities, this will require transformational change, innovation and collaboration.

• Through the NHS Planning Guidance, commissioners and providers are required to work together with clinicians, patients and service users to ensure that services comply with the clinical standards by the end of 2016/17.
NHS Planning Guidance

EVERYONE COUNTS:
PLANNING FOR PATIENTS 2014/15 TO 2018/19

BETTER OUTCOMES FOR PATIENTS
TRANSPARENCY AND PARTICIPATION
NHS SERVICES 7 DAYS A WEEK
PUTTING PATIENTS AND CITIZENS IN CONTROL
TRANSFORMATIVE IDEAS
FINANCIAL CONTROL

www.england.nhs.uk
Delivering the Standards- Three Year plan

Year 1
2014/15
- Local contracts should include an Action Plan to deliver the clinical standards within the Service Development and Improvement Plan Section.

Year 2
2015/16
- Those clinical standards which will have the greatest impact should move into the national quality requirements section of the NHS standard contract.

Year 3
2016/17
- All clinical standards should be incorporated into the national quality requirements section of the NHS standard contract with appropriate contractual sanctions in place for non-compliance, as is the case with other high priority service requirements.
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.
Figure 2 – Our business areas

High quality care for all, now
- Prevention & Early Diagnosis
- Parity of Esteem
- Access to Urgent & Emergency Care
- Patient Experience
- Patient Safety
- Medical Revalidation
- Compassion in Practice
- Equality and Health Inequalities
- Maternity, Children and Young People
- Long Term Conditions, Older People & End of Life Care
- People with Learning Disabilities
- Primary Care Commissioning
- Public Health, Health & Justice and Armed Forces
- Specialised Services Commissioning
- Challenged Geographies
- Access to Elective Care
- Data, Digital Services & Customer Service
- Planning, Resources and Incentives

High quality care for all, for the future
- Citizen Participation and Empowerment
- Wider Primary Care, Provided at Scale
- A Modern Model of Integrated Care
- Highest Quality Urgent and Emergency Care
- Productivity of Elective Care
- Specialised Services concentrated in Centres of Excellence
- Seven Day Services
- Economic Contribution of the NHS

Developing our organisation
- Excellent Organisation Programme
- Customer Contact & Complaints
- Primary Care Support Services
- Corporate Services
- Commissioning Support

(N=31)
Stage 2: 2014

• NHS England will support implementation and delivery of stage one recommendations through established operational channels.

• The Forum will contribute to wider work on service co-ordination and integration, designed to deliver a ‘modern model of integrated care’ by 2018.

• NHS England will identify the financial and workforce impact of moving to seven day services in acute, out of hospital and primary care settings, and in social care.

• The Forum will contribute to work on the productivity of planned and elective treatment.
NHS IQ’s Seven Day Service Improvement Programme

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

• Providing a seven day service self assessment tool so organisations can baseline their current service provision against the 10 clinical standards (www.7days.nhs.uk).

• Working with all commissioners and providers to ensure they have improvement expertise, capability and tools to implement the 10 clinical standards.

• Ensuring patients, carers and users across the health system are actively engaged in designing and influencing the right solutions to meet local health needs.

• Working with 13 ‘early adopter’ communities to look for new and innovative ways of providing sustainable seven day services.

• For more information about the Seven Day Service Improvement Programme visit: www.nhsiq.nhs.uk
Strategic context

- **Urgent and Emergency Care Review** made the case for change in November 2013. Now turning 14 high level proposals into implementation plans.

- Access to the **Better Care Fund** is conditional on health and local government working together to secure seven day care and treatment to prevent unnecessary admissions and support discharge.

- **Improving General Practice - a Call to Action**, is stimulating debate on how to support the development of general practice to improve outcomes and tackle inequalities. It echoes the Royal College of General Practitioners’ report “A Vision for General Practice in the Future NHS”.

- The **Prime Minister’s Challenge Fund** makes £50 m available for pilots seeking to improve access to Primary Care.

- **National assessment of the impact** of seven day services on costs across the whole health and care system.
Summary

- Growing national/international evidence linking poor outcomes, including a higher risk of death, for patients admitted to hospital as an emergency and the reduced service offer at weekends.

- NHS England has set a challenging ambition that service users in every community should be able to access urgent and emergency care services delivered in a way that meets the ten clinical standards every day of the week.

- The change will be difficult – but it is the right thing to do.

- If patients and the public are to experience genuine seven day care, similar changes will also be required across primary, community and social care.