

# Operation Flow – A whole system approach to improving urgent and unscheduled care in Lanarkshire

Dr Chris Deighan, Executive Medical Director, NHS Lanarkshire  
Kirsty Orr, Head of Planning and Development, NHS Lanarkshire

Event Supporter



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# Key Challenges

- Significant **impact of Covid** on population with **widening inequalities**
- **Loss of Planned Care** resource – local, national and Independent
- **Unique** 3 acute site infrastructure – all providing full range of services
  - Workforce
  - Estate
  - Service Resilience
- **Longstanding** commitment to **financial balance** (no prior brokerage)
- Significant **challenges over winter 2022/23** affecting patients and staff – model of service provision **must be redesigned before winter 23/24**

# Our Population

The total (estimated) population of Lanarkshire is 664,000.

- **51.8%** live in deprived areas
- We have the **3<sup>rd</sup> highest share of 20%** most deprived data zones in Scotland
- The most deprived have over **3 times the prevalence of MLTCs** than the least deprived



| Locality                | N       | %    |
|-------------------------|---------|------|
| Airdrie                 | 56,357  | 8.5  |
| Coatbridge              | 50,330  | 7.6  |
| North Lanarkshire North | 87,695  | 3.2  |
| Bellshill               | 41,377  | 6.2  |
| Motherwell              | 54,205  | 8.2  |
| Wishaw                  | 51,436  | 7.7  |
| Cambuslang/Rutherglen   | 61,073  | 9.2  |
| East Kilbride           | 90,231  | 13.6 |
| Clydesdale              | 61,862  | 9.3  |
| Hamilton                | 109,464 | 16.5 |

|                 | SIMD 1 | SIMD 2 | SIMD 3 | SIMD 4 | SIMD 5 |
|-----------------|--------|--------|--------|--------|--------|
| Airdrie         | 42.7%  | 18.9%  | 17.3%  | 18.0%  | 3.3%   |
| Coatbridge      | 39.8%  | 29.2%  | 13.6%  | 13.8%  | 3.6%   |
| North Lan North | 12.3%  | 30.1%  | 15.5%  | 18.5%  | 23.5%  |
| Bellshill       | 38.5%  | 27.1%  | 12.6%  | 12.4%  | 9.4%   |
| Motherwell      | 41.4%  | 18.4%  | 7.9%   | 17.2%  | 15.1%  |
| Wishaw          | 33.9%  | 35.6%  | 14.6%  | 12.6%  | 3.3%   |
| Rutherglen      |        |        |        |        |        |
| Cambuslang      | 33.5%  | 12.9%  | 12.3%  | 21.9%  | 19.4%  |
| East Kilbride   | 2.9%   | 24.3%  | 32.9%  | 17.7%  | 22.3%  |
| Clydesdale      | 13.9%  | 32.3%  | 20.8%  | 25.0%  | 8.0%   |
| Hamilton        | 29.1%  | 25.7%  | 12.8%  | 15.7%  | 16.7%  |

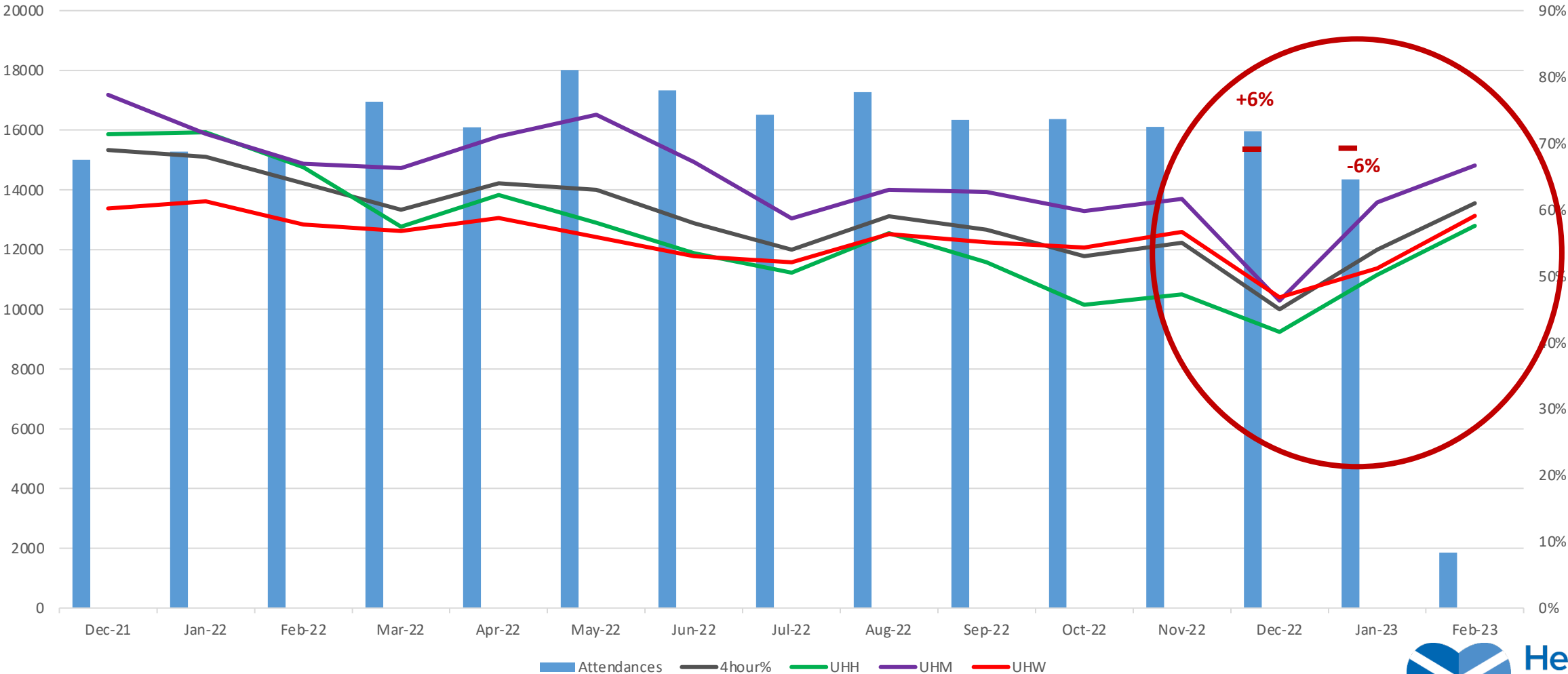
Population in Lanarkshire with 2+ LTCs by deprivation quintile, all ages



# NHS Lanarkshire – Operation F.L.O.W



NHS Lanarkshire A&E Attendance & 4 hour % Performance Dec 2021 - Feb 2023



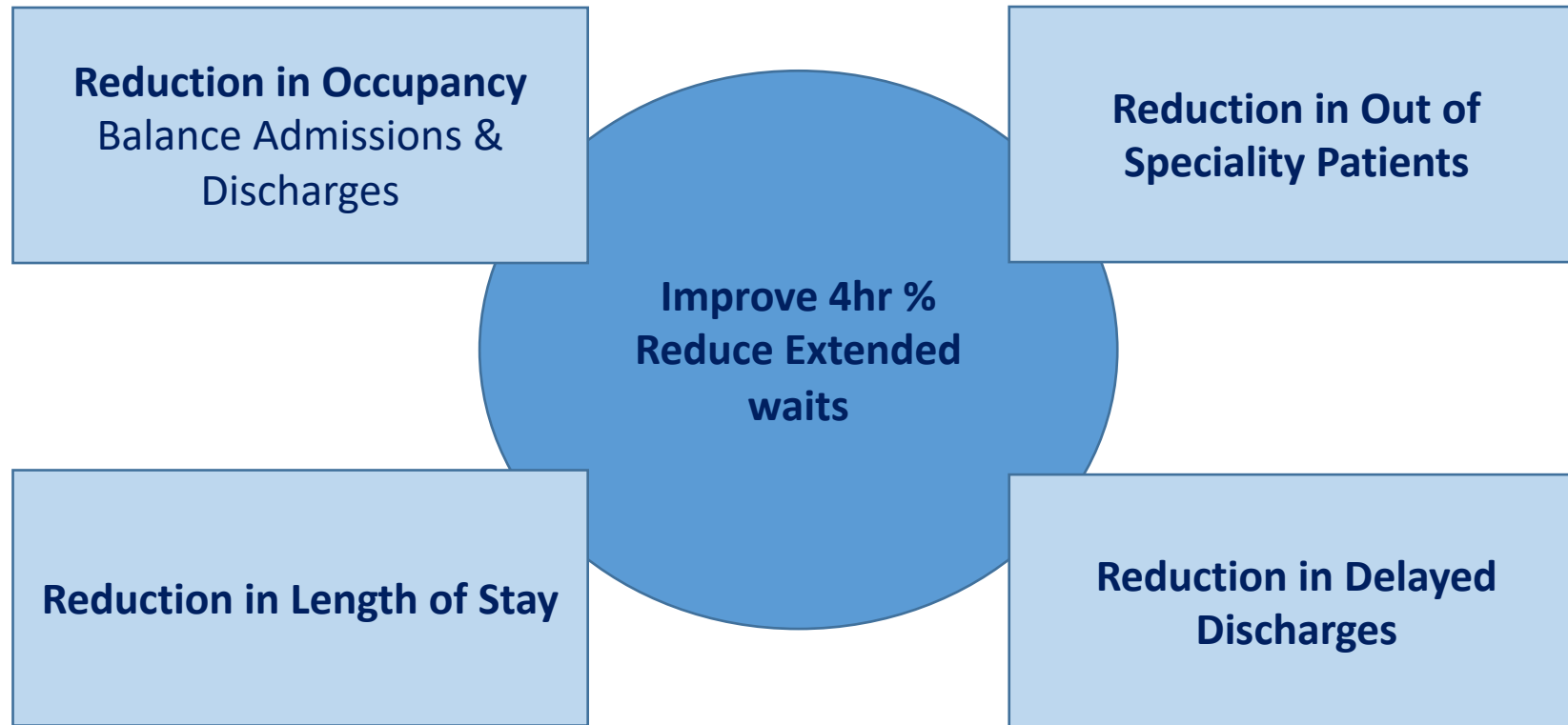
# NHS Lanarkshire – Operation F.L.O.W

**Recalibrate**

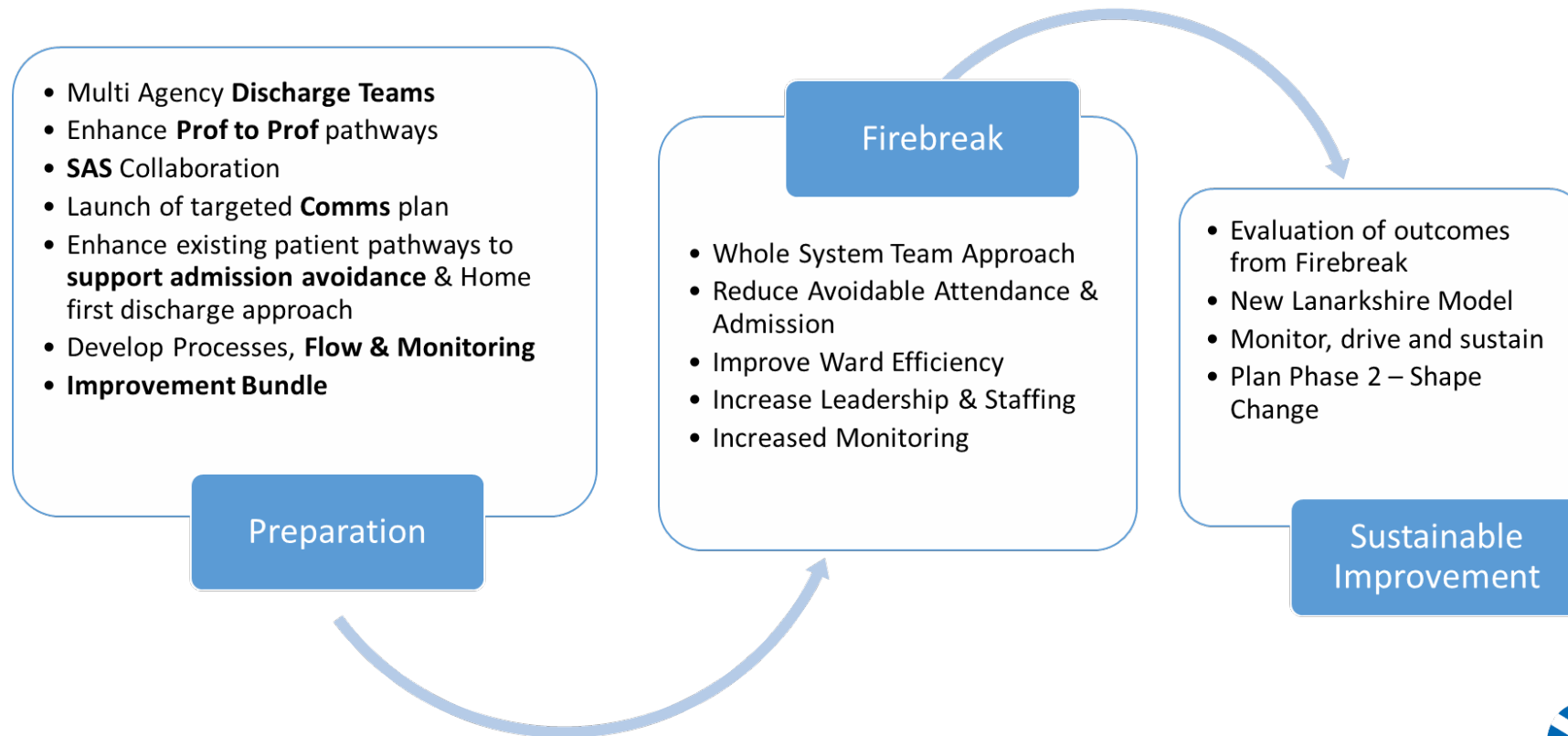
**Reshape**

**Reform**

# NHS – Lanarkshire – Operation F.L.O.W



# NHS Lanarkshire – Operation F.L.O.W.



## At a glance



### Hospital Discharges

19 % of those patients ready to be discharged were able to return home before 12 noon. An increase of 4%



### Hospital at Home

Increase of 50 referrals (when compared to the previous 7 days)



### Treatment Room

10 referrals to treatment rooms



### NHS24 patients

96 NHS24 patients diverted away from ED to self care or pharmacy, district nurse or GP



## At a glance



### Emergency Calls

42% (827) of emergency calls to Scottish Ambulance Service were treated away from acute hospital



### Consultant Connect

Use of Consultant Connect increased over the time period



### Discharge Requests

220 discharges booked through Scottish Ambulance Service



### 12 hour wait

Reduction of 35% in comparison to the 9 days pre firebreak

## At a glance



### Ward discharges

13% increase in comparison to  
the 9 days pre firebreak



### discharges within 72hrs

the average figure is 47% of  
patients were discharged within  
72hrs of admissions



### Discharge Lounge

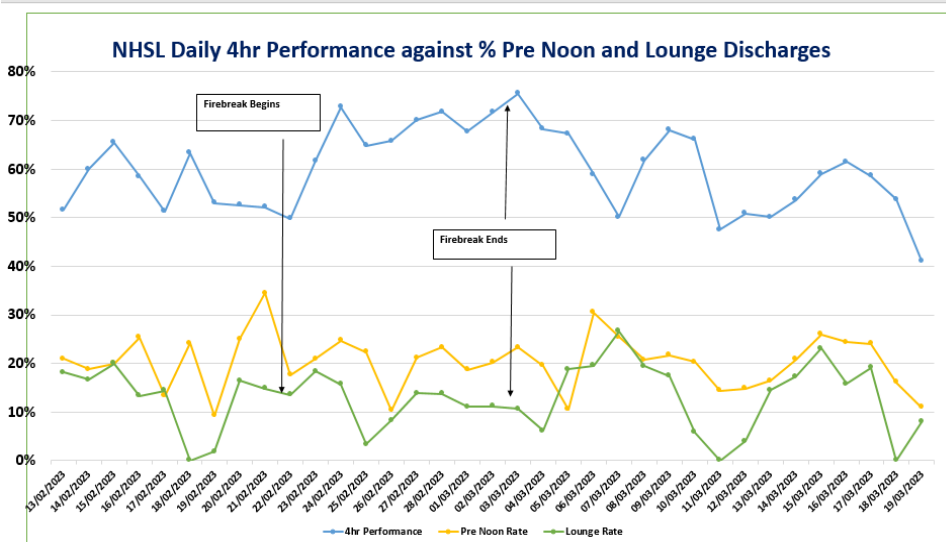
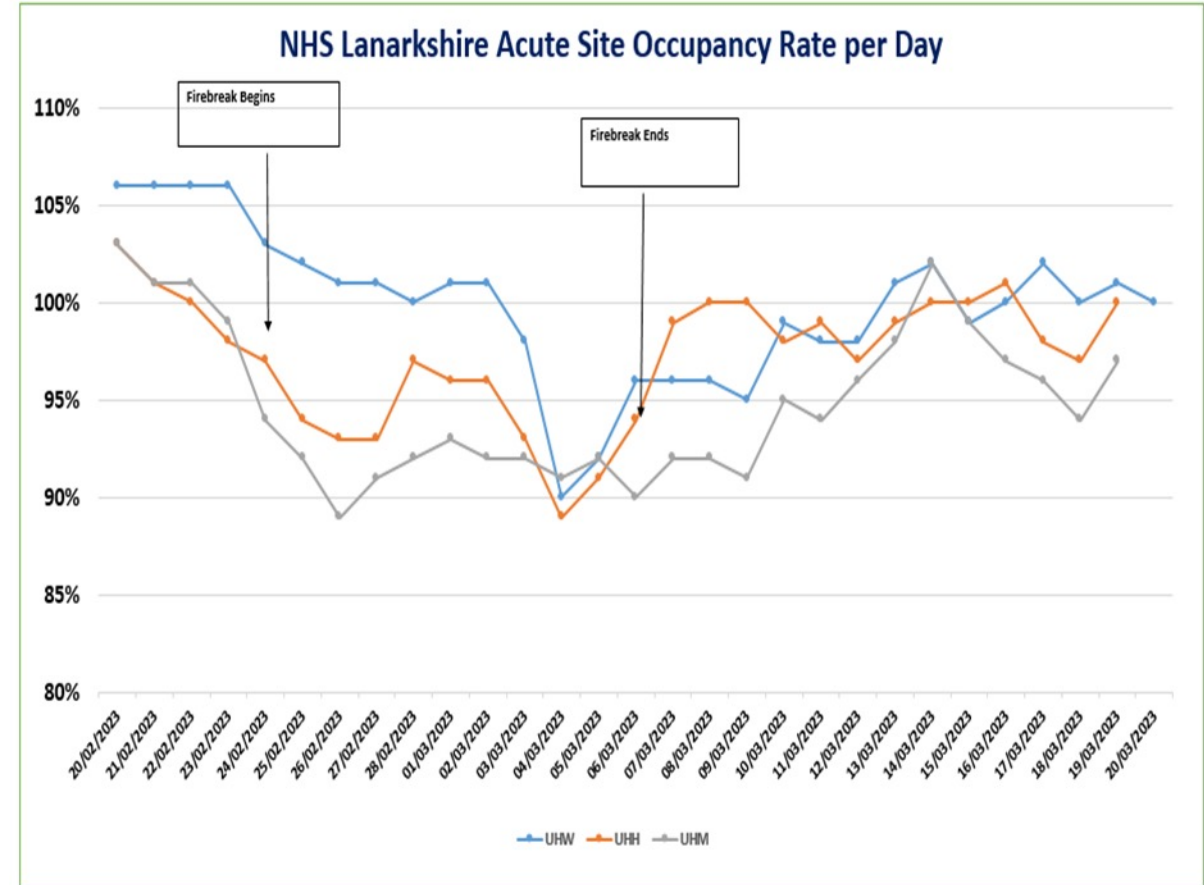
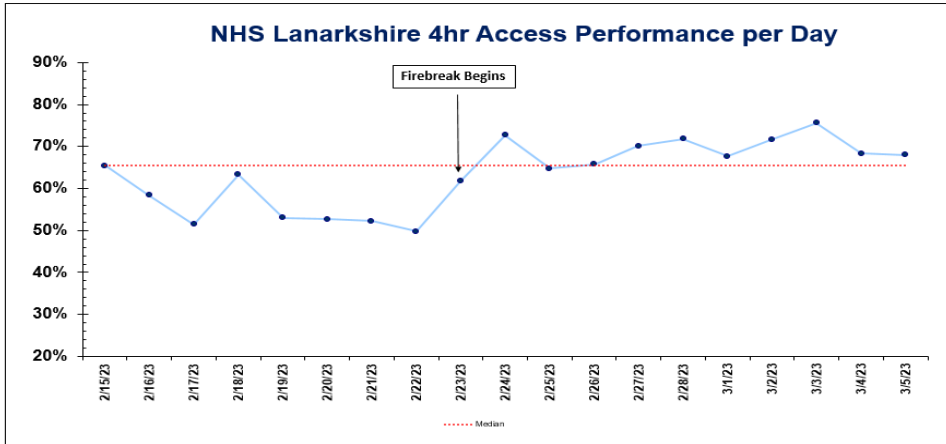
20% of all discharges went to  
Lounge an increase of 4% on pre  
firebreak average



### Emergency LOS

Reduced by 1 day during  
firebreak

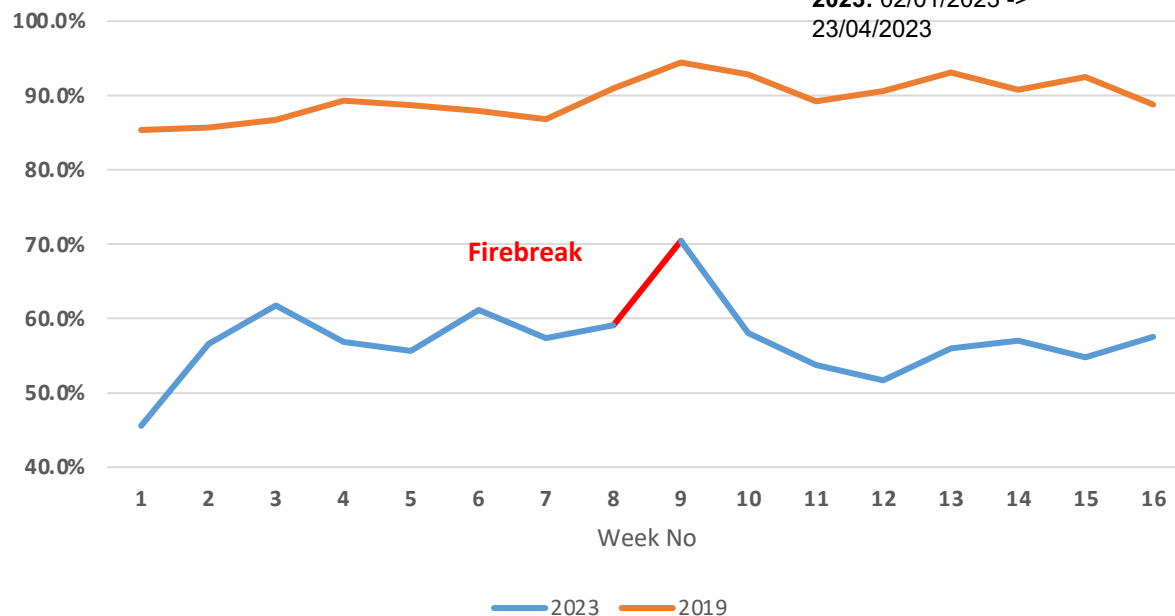
# Improvement – Impact of the Fire Break



NHSL system has struggled with sub optimal UCC performance. Our improvement work has delivered some improvement but there is still much to be done.

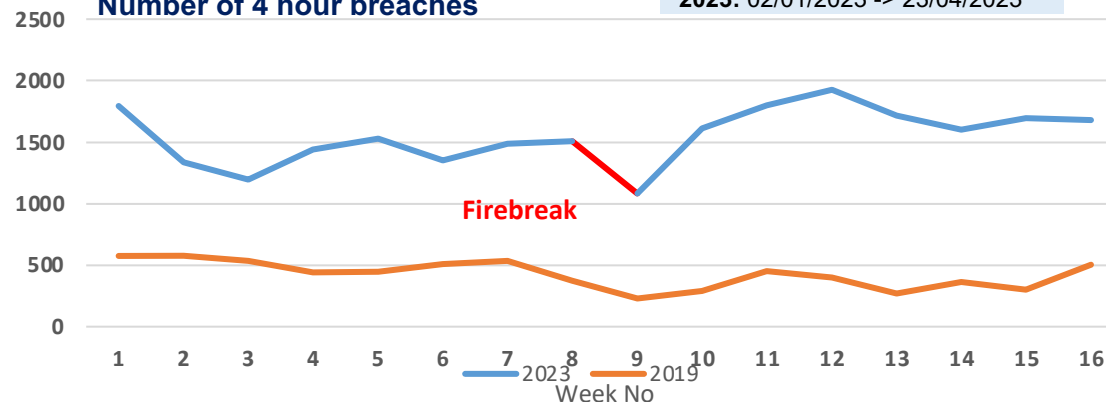
### NHS Lanarkshire | Unscheduled Care Performance against 4 hour target (%)

2019: 31/12/2018 -> 21/04/2019  
2023: 02/01/2023 -> 23/04/2023



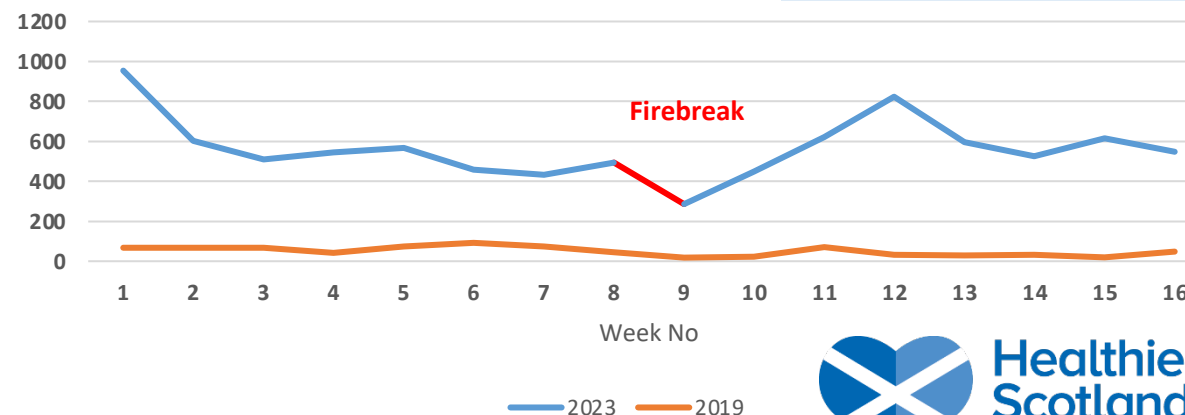
### NHS Lanarkshire | Unscheduled Care Number of 4 hour breaches

2019: 31/12/2018 -> 21/04/2019  
2023: 02/01/2023 -> 23/04/2023



### NHS Lanarkshire | Unscheduled Care Number of 8 hour breaches

2019: 31/12/2018 -> 21/04/2019  
2023: 02/01/2023 -> 23/04/2023



# Learning From Firebreak

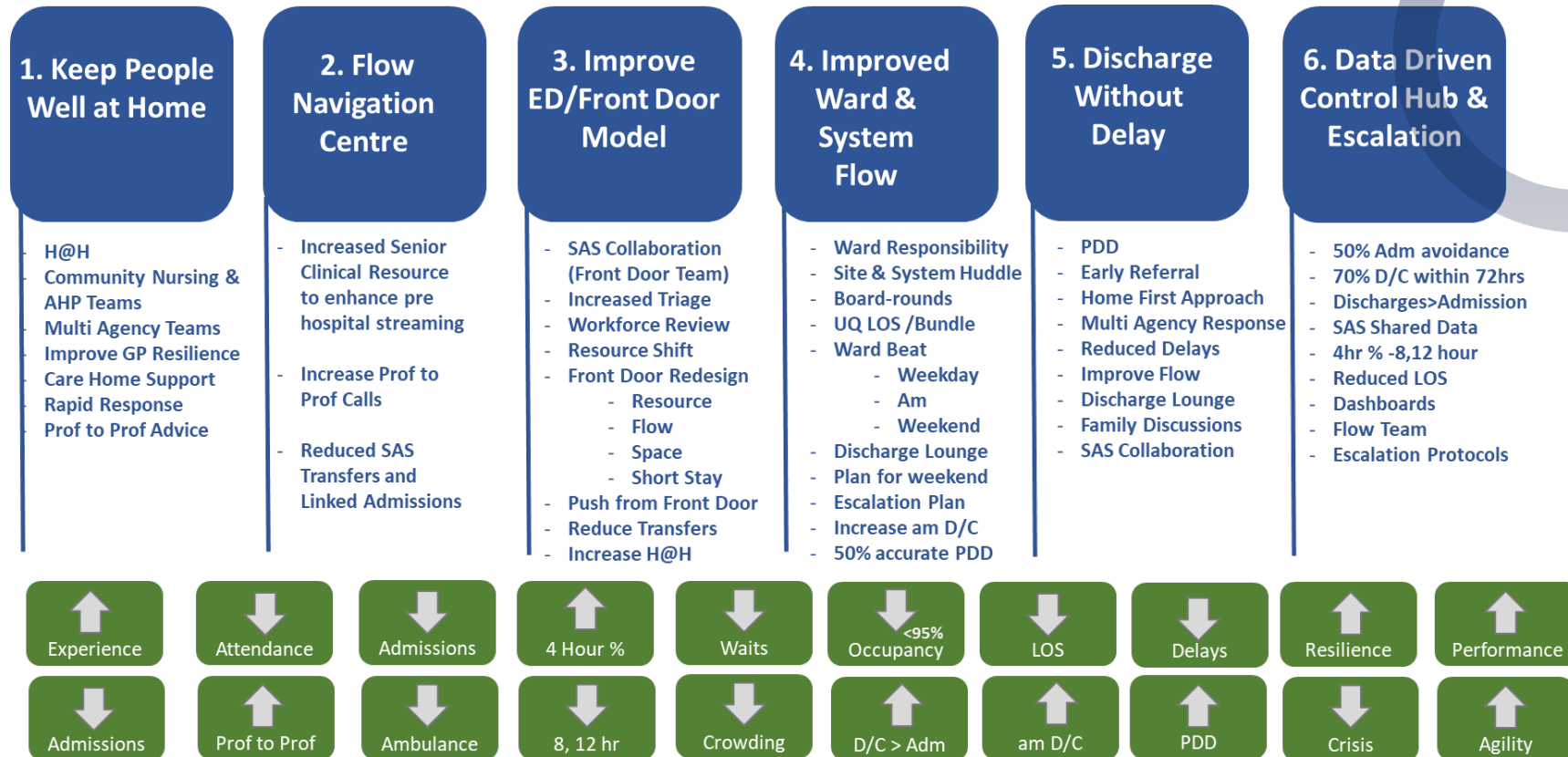
- We know what works, but all the pieces are not yet in place to sustain improvement
- Whole system working can be an effective means of improving performance
- Reducing variation and improving consistency is important and effective
- Embedding changes to practise and composition of teams will take time and focus
- Some investment in workforce and facilities will be necessary to support system change



# Operation Flow 2

- Firebreak **learning** and **system wide work** underpinning Operation FLOW 2
- Operation FLOW 2 launched 1 May 2023
- Task & Finish Groups now have plans in place for next phase
- Executive FLOW Oversight Board now moves from **Planning to Delivery**
- High level measures of progress to be considered weekly for each site: 4h performance, long waits, occupancy, delayed discharges
- Week-by-week **trajectories and milestones** for each of the planning elements
- Next phase – deliver **70% by end of August** – consistent application of what we know has Impact
- In parallel, gear up capacity (workforce) to deliver an effective **winter plan**

# New Operation FLOW Model – 6 Steps

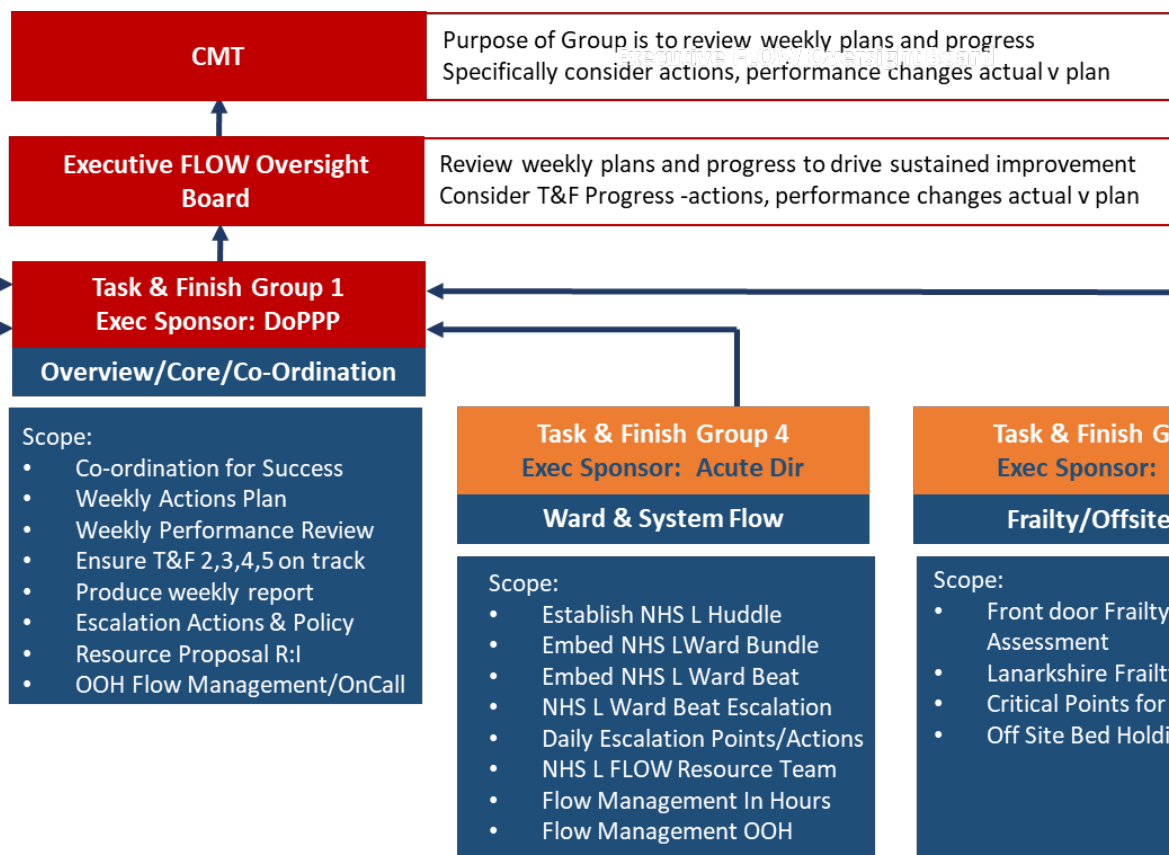


Improved Patient Care & Experience

Improved Staff Experience & Wellbeing

Improved Patient Care & Experience - Improved Staff Experience & Wellbeing

## OPERATION FLOW 2 TASK & FINISH



- |  |  |  |  |  |
|--|--|--|--|--|
| <ul style="list-style-type: none"> <li>Reduce % Conveyance</li> <li>Reduce Diverts &amp; Transfers</li> <li>Increase % D/C within 24, 48 and 72 hours</li> </ul> | <ul style="list-style-type: none"> <li>Increase % 4 hour access</li> <li>Reduce 8 and 12 hour delay</li> <li>Improve System FLOW</li> <li>Reduce variance</li> </ul> | <p><b>Operation FLOW 2 Objectives</b></p> <ul style="list-style-type: none"> <li>Admissions&lt;Discharges</li> <li>Effective FLOW Management &amp; Escalation</li> </ul> | <ul style="list-style-type: none"> <li>Reduce Occupancy</li> <li>Reduce LOS</li> <li>Increase pre noon D/C</li> <li>Increase D/C Lounge Use</li> </ul> | <ul style="list-style-type: none"> <li>Reduce Delayed Discharges</li> <li>Reduce Readmissions</li> <li>Increase Ward Beat Compliance in ALL wards</li> </ul> |
|--|--|--|--|--|



# Our Three Elements for Success

- **New Target Operating Model:** Consistent Best Practice Accountability and Leadership
  - Pan Lanarkshire Models
  - Operation FLOW Playbook of What, How and Who
  - Monitoring, Management & Escalation
- **Investment 1**
  - Additional targeted resource – robust process to consider each post
  - New permanent posts MUST align with the 2023 TOM
  - Balance a reduction in temp staffing with new permanent posts
- **Investment 2**
  - Additional targeted resource
  - Targeted to test areas of likely biggest impact