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Bwrdd Iechyd Prifysgol
Betsi Cadwaladr
University Health Board

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Ein cyf / Our ref: GD/CB/KKS/9162/2258

Eich cyf / Your ref:

☎:

Gofynnwch am / Ask for:

E-bost / Email:

yddiad / Date: 26th September 2019

Dear Janet

Thank you for your correspondence of 18th April 2019 asking for a further update on developments to waiting time for NHS patients in Ysbyty Maelor Wrexham/Wrexham Maelor Hospital.

Since our previous communication, we have continued to strengthen our leadership team in Wrexham and maintained a strong focus on Unscheduled Care as a key quality driver.

There is evidence that progress in some areas is improving outcomes for patients accessing unscheduled care. In particular, the ambulance handover process introduced late last year is yielding excellent results and sustained for over 6 months. The Welsh Delivery Unit has also acknowledged this area as one of the best performing across Wales. This has resulted in prompt handover of ambulance patients conveyed in the Emergency Department releasing the crews back into the community to respond to other emergency calls.

A new interim Managing Director (MD) for Wrexham Maelor Hospital was appointed in August 2019. The MD has developed an implementation plan to right size the hospital within the existing resources. The first phase will be the creation of a 57 spaced Acute Medical Unit and short stay area as part of the acute floor reconfiguration providing a dedicated assessment area for clinical need, ambulatory and short stay (including frailty), which is scheduled to go live on 4th November. This is designed to manage patients requiring medical care promptly, through either an ambulatory emergency care service or the short stay ward caring for patients up to 72 hours. This is a key intervention to improve patient flow and experience through the Emergency Department. In addition, the leadership team is reviewing the medical staffing establishment within the Emergency Department to ensure effective senior decision making capacity particularly out of hours.

Overall, the focus is on managing the clinical processes as patients present to the hospital, through to the ward areas ensuring daily planning of care to discharge and finally, effective discharge planning with our partners to eliminate non-acute delays. The Hospital leadership team remain focused on strengthening the discharge support of patients who do not require a hospital bed with the Local Authority colleagues. Any support with improving this will be greatly appreciated for Wrexham and Flintshire.



The team have updated the progress against the recommendations in the CHC review below:

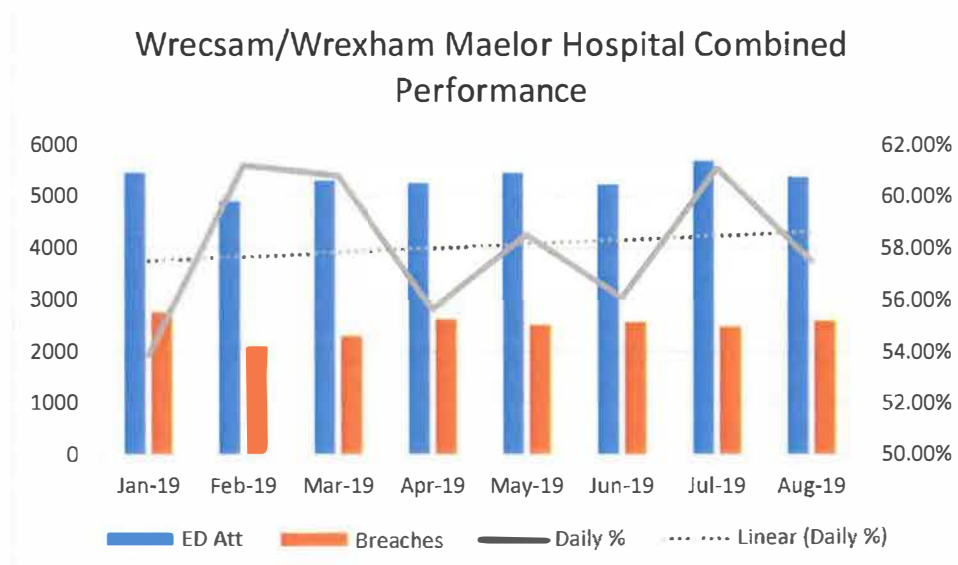
Recommendation 1: The Health Board is asked to clarify the position of a Specialist Nurse role and feed back to the Community Health Council

The Health Board would like to inform the Community Health Council that the Specialist Nurse role within our Emergency Department (ED) at Wrexham Maelor Hospital is in the form of Emergency Nurse Practitioners (ENPs). The ENP role is to see and treat minor injury patients. There are 3 full time ENPs as per our establishment. This is an established model nationally. The ED leadership team is also looking to invest in Advanced Nurse Practitioners (ANP) aligned to our medical teams providing consistent care for our patients as part of the skilled clinical team.

Recommendation 2: The Health Board is asked to investigate the observed performance in respect of patient waits for January 2018 and offer feedback to the Community Health Council on the findings.

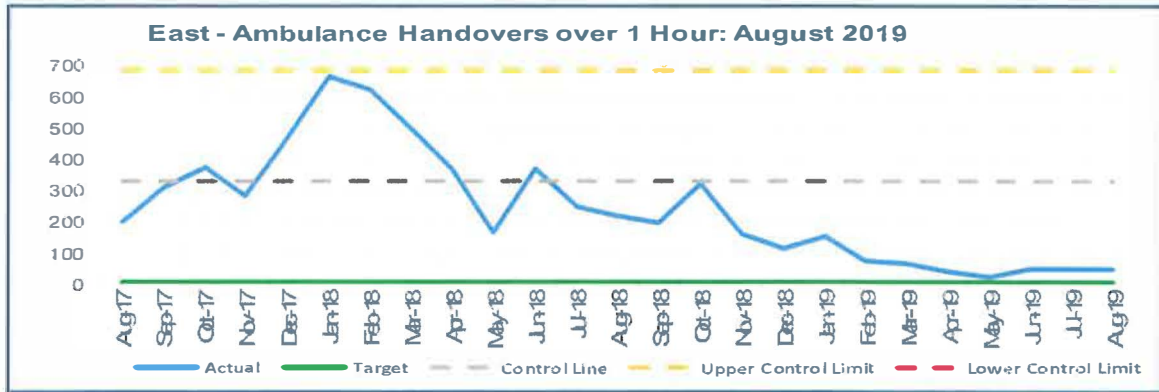
As previously reported seasonal pressures affect most Hospital ED's in the UK, with a corresponding reduction in performance.

Performance from January 2019 onwards demonstrates that the wait time trend from the beginning of the year is slightly improving.



Recommendation 3: The Health Board is asked to investigate handover times for weeks 1 to 4 and report the findings to the Community Health Council.

This area is one of our key successes lead by the front line colleagues in improving care for our patients.



In July we implemented dual pin handovers with WAST to ensure that we are effectively capturing handover times and to focus on the improvements to the 15 minute patient handover numbers which have also seen an improvement in the last 6 months.

Recommendation 4: The Health Board is asked to provide information on the training level of agency nurses in the use of the Manchester triage system or any other 'in-house' training for triage that may be provided and feedback the information to the Community Health Council.

The Health Board can confirm that the agency nurses are not permitted to triage patients within the Emergency Department at Wrexham Maelor Hospital. Our permanent staff undergo Manchester Triage System training and undertaking the triage process for our patients once the staff member is deemed competent to triage.

Recommendation 5: The Health Board is asked to consider feedback from patients and the visiting teams in relation to the level of ongoing communication between staff and patients. Particularly in relation to expected waiting times.

The Health Board has considered the feedback from patients and the visiting teams. The triage nurse is ideally placed to inform the patient about the waiting times to be seen by a medical doctor at the time of triage. During the busy periods, it is imperative that our staff should communicate with patients regularly about any delays. Therefore, we are currently reviewing our processes to ensure we communicate with our patients effectively on a regular basis. The ED department is in the process of introducing safety huddles which will be attended by senior staff within ED and which will support in improving our communication with our patients.



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We have also installed electronic screens in the waiting area to display the waiting times to be seen by a doctor and we are currently working with our informatics department to ensure correct waiting times are displayed throughout the day.

In addition, we are an early adopter of National Emergency Department Quality & Delivery Framework (EDQDF) for NHS Wales looking at 'what good look likes' for ED departments. The quadruple aims being:

- Improved clinical outcomes within ED
- Improved patient experience and quality of care within ED
- Enhanced engagement of ED workforce
- Increased value for money achieved from ED funding through innovation, improvement, adoption of good practice and eliminating waste

I hope that I have been able to provide, through my letter, assurance about the improvements we are making, in the Wrexham Maelor hospital site. I acknowledge that we have further to go to ensure we are providing the best experience for our service users. However I can confirm that our commitment to do that is unwavering.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Gary Doherty'.

Gary Doherty
Prif Weithredwr
Chief Executive

CC NESTA Lloyd-Jones, Assistant Director, Welsh NHS Confederation