

Sent via e-mail

NHS England and NHS Improvement
East of England

To: Acute Trust CEOs

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30 April 2019

Dear colleagues

You will be aware of the position of the urgent and emergency care pathway across the country and within your own organisation. I have noted below the regional position in relation to both last year and the recent period and you can see our position in relation to the rest of the country and the position for each of our individual Trusts.

A&E Performance - East of England

A&E 4 Hour Performance	Performance			
	Last 12 months	Last 3 months	Last month March-19	Week Ending 21 Apr 19
ENGLAND	88.0%	85.1%	86.6%	
East of England	88.0%	83.7%	85.0%	85.5%
London	88.6%	86.5%	87.5%	
Midlands	85.1%	81.4%	83.0%	
North East And Yorkshire	90.7%	88.4%	90.5%	
North West	85.9%	83.0%	84.8%	
South East	88.9%	86.2%	87.7%	
South West	90.1%	87.0%	88.1%	
East and North Hertfordshire Trust	85.9%	82.3%	81.0%	79.1%
The Princess Alexandra Hospital	74.4%	67.1%	72.2%	72.7%
West Hertfordshire Hospitals Trust	80.9%	74.9%	77.1%	88.7%
Bedford Hospital	89.1%	85.8%	83.3%	89.9%
Luton and Dunstable FT	98.1%	97.7%	97.6%	97.9%
Milton Keynes Hospital FT	91.5%	89.0%	92.2%	90.1%
Cambridge University Hospitals FT	85.8%	82.2%	83.8%	83.3%
North West Anglia FT	83.3%	74.2%	75.2%	80.5%
Basildon and Thurrock University Hospitals FT	93.5%	92.2%	95.7%	94.0%
Mid Essex Hospital	82.7%	78.3%	78.6%	81.3%
Southend University Hospital FT	87.0%	80.8%	82.7%	83.8%
James Paget University Hospitals FT	89.2%	82.9%	83.7%	88.9%
Norfolk and Norwich University Hospitals FT	78.0%	66.9%	67.8%	74.1%
The Queen Elizabeth Hospital, King's Lynn FT	82.5%	78.2%	82.0%	78.8%
East Suffolk & North Essex FT	93.4%	90.7%	92.7%	93.5%
West Suffolk FT	90.7%	88.1%	89.4%	84.5%

Source Monthly SITREP Monthly SITREP Monthly SITREP Daily SITREP



We have already asked two systems – Hertfordshire and West Essex (and all three acutes) and Norfolk (with NNUH) to work on a plan to address the significant and ongoing poor performance in those organisations. We will be reviewing those this week. I will want to review the position with regard to a number of other organisations where performance has struggled recently.

I would draw a few conclusions across the region. The capacity we have open currently is at least as much if not more than we had 12 months ago; we are struggling to secure additional or replacement staffing when staff are unavailable at short notice; we have high bed occupancy and lower discharges. In some places we have activity up compared to last year or the last 6 weeks but not all.

I would ask all CEOs to do a number of double checks to consider your planning for the next 4 weeks as we consider 2 Bank Holidays and the half term week:

- Your demand and capacity plans reflect your knowledge and understanding of what may flow to your organisation over this period
- You have tested your manpower plans for the high-risk days including your operations managers thinking through the response for very short-term absence or no show and non-availability of agency staff
- You have agreed with partners their role and contribution in helping you manage flow through the peak periods
- You are satisfied that you have the right leadership on site or able to respond on these difficult days and weekends
- You are reporting to your full board in sufficient detail for them to understand and assess the position and your recovery plans.

When I look across the region it is clear to me that the largest single issue remains the provision and sustainability of the appropriate staff. When we meet on the 10th May I am hoping we can spend some time beginning to scope how we might work on that problem and I believe that this context highlights why this is so important.

You will recognise that we need to work together in systems to improve the operation of key parts of the UEC pathway and reduce the stress in the system. We do need to commit time and focus to this over the next four weeks and going into the summer months.

I know that you will be putting in significant time and energy with your teams to focus on your service at the front door and patient safety. Thank you to you and your staff for all you are striving to achieve.

Do ring me if you want to discuss.

Ann

Yours sincerely

A handwritten signature in black ink, appearing to read 'Ann Radmore'. The signature is fluid and cursive, with a large initial 'A' and 'R'.

Ann Radmore
Regional Director (East of England)