

## Board of Directors Meeting in Public - Cover Sheet

<b>Subject:</b>	Discharge Lounge Capital Fund		<b>Date:</b> 2 <sup>nd</sup> March 2023	
<b>Prepared By:</b>	Steven Jenkins – Divisional General Manager			
<b>Approved By:</b>	Rachel Eddie – Chief Operating Officer			
<b>Presented By:</b>	Rachel Eddie – Chief Operating Officer			
<b>Purpose</b>				
Update Board on the discharge lounge capital fund bid and seek approval to progress capital draw down			<b>Approval</b>	x
			<b>Assurance</b>	
			<b>Update</b>	x
			<b>Consider</b>	
<b>Strategic Objectives</b>				
<b>To provide outstanding care</b>	<b>To promote and support health and wellbeing</b>	<b>To maximise the potential of our workforce</b>	<b>To continuously learn and improve</b>	<b>To achieve better value</b>
X	X	X	X	x
<b>Identify which principal risk this report relates to:</b>				
PR1	Significant deterioration in standards of safety and care			
PR2	Demand that overwhelms capacity			X
PR3	Critical shortage of workforce capacity and capability			
PR4	Failure to achieve the Trust's financial strategy			
PR5	Inability to initiate and implement evidence-based Improvement and innovation			
PR6	Working more closely with local health and care partners does not fully deliver the required benefits			
PR7	Major disruptive incident			
PR8	Failure to deliver sustainable reductions in the Trust's impact on climate change			
<b>Committees/groups where this item has been presented before</b>				
<p><b>TMT – 15 February 2023</b>  <b>Finance Committee – 28 February 2023</b></p>				
<b>Executive Summary</b>				
<p>The main purpose of the Discharge Lounge is to help the hospital flow by creating acute beds and decompress the Emergency Department.</p> <p>Sherwood Forest Hospitals submitted a bid nationally for £1.57m of capital in support of enhancing the discharge lounge at Kings Mill Hospital and creating a discharge lounge at Newark Hospital.</p> <p>Currently 10-15% of Trust discharges are moved to the discharge lounge, with the increase in capacity, we would be able to facilitate a significant increase in these levels to allow circa 45% of discharges saving a mean of 2 hours per patient from a bed capacity perspective, support reduction in ED crowding by facilitating timely moves from ED awaiting transfers to reduce the mean time in department and support Ambulance turnaround times.</p> <p>The benefits of the creation of this space will:</p> <ul style="list-style-type: none"> <li>• Contribute to the delivery of 76% 4 hour target</li> <li>• Improved efficiency of the Discharge lounge</li> <li>• Increased early discharge from wards before and improved pre-noon discharge performance</li> </ul>				

- Reduction in mean time patients spend in ED
- Improvement in patient flow across the Trust
- Release estate to increase acute bed base by 8 beds
- Patients will have a more positive and comfortable experience of the Discharge lounge

The proposal is to refurb the existing unused estate (Old Ward 3) to increase current capacity from 8 x chairs / 1 x trolley, 0 x bed spaces with no isolation requirement) to:

- 4 isolation cubicles,
- 12 bed spaces in 3 bays (ability to flex as required)
- 25 chaired space (including “3 red chairs”) at Kings Mill Hospital and
- 8 x spaces at Newark Hospital..

We will be utilising our P22 Partner to deliver the works who are already procured via a “call-off” agreement. A select professional services team will be procured via an NHS approved framework with a timeline shown below:

- w/c 30/01/23 – appoint contractor and consultants
- w/c 06/02/23 – Confirm design intent and commence clearing of area
- w/c 13/02/23 – finalise clearing of area and commence work
- w/c 27/03/23 – works complete

The Division of Urgent and Emergency Care recommend approval of the case and support the development of the working groups to identify efficiency opportunities.

Within the Divisions planning priorities, this scheme was identified as the Divisions top priority and recommend support for a case of need to explore staffing options to maximise the use of the discharge lounges.

The Trust has been successful in obtaining external capital funding for the £1.57m to complete the works. There is no request for additional revenue at present. Initially the intention is to staff the Discharge Lounge at the current staffing model which is:

- 1 x RN and 1 x HCA – 7am – 7pm
- 1 x RN and 1 x HCA – 9am – 9pm
- Monday to Friday only

We envisage that we would be able to accommodate up to 35 patients per day on the current staffing.

A service improvement workstream which includes demand modelling has been created to look at maximising the benefits and opportunities an extended discharge lounge will deliver in efficiencies elsewhere in beds and ED crowding so we will fund any increases by redeployment of existing funding.

The case was approved at Finance Committee on 28<sup>th</sup> February 2023.