

# Developing 7-day services – demonstrating effective clinical outcomes using multiprofessional clinical staff

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## Aims

North-west London hospitals were designated as first-wave rollout sites for NHS England's '7-day services' clinical standards. Our aim was to determine clinical outcomes (improved patient flow, reduced length of stay, reduced in-hospital morbidity) and pilot new care models designed to meet those outcomes. Recognising the value of the entire multidisciplinary team to deliver these standards was an important guiding principle.

## Methods

- > Define key clinical and operational outcome measures and determine how to collect this data.
- > Clinicians to define core characteristics of a new care model that are thought to be important in meeting the key outcomes (daily patient stratification, daily consultant-led board rounds, 7-day consistency).
- > Invite teams in different acute hospitals to submit bids to run 6–8 week pilots based on local service needs.
- > Analyse data from pilots and use results to influence business cases to further improve services.

We ran a number of pilots, including:

- > Hillingdon Hospital elderly medicine – 7-day consultant-led board rounds and 7-day therapies
- > Northwick Park Hospital – 7-day pharmacy cover for acute medical unit and hospital discharges
- > St Mary's Hospital orthopaedics – 7-day physician/ortho-geriatrician cover and 7-day therapy
- > Chelsea and Westminster elderly medicine – 7-day therapies.

## Results

- > Hillingdon elderly medicine:
  - > 1-day length of stay reduction on wards (12% reduction)
  - > patients discharged on average 1–2 hours earlier in the day
  - > improved staff satisfaction.

- > Northwick Park pharmacy:
  - > fewer medication discrepancies
  - > improved staff satisfaction.
- > St Mary's orthopaedics:
  - > 16% reduction in length of stay
  - > earlier identification of unwell patients
  - > improved staff satisfaction.
- > Chelsea and Westminster therapies:
  - > 10% reduction in length of stay
  - > shorter time to 'first contact' with a therapist from admission
  - > improved staff satisfaction.

## Conclusion

Seven-day services has been a politically sensitive topic in health service development. Using a clinically led, outcomes-based approach has allowed hospitals in north-west London to demonstrate a positive impact on patient flow and, importantly, on staff satisfaction. It is important to note that our interventions used multidisciplinary staff members. Using short-term pilots as a springboard for business case development while simultaneously engaging executive, operational and clinical leadership teams has proved fruitful. ■

## Conflict of interest statement

None.

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