



National Audit Office Audit Programme

Emergency Care in England Strategic Health Authority Emergency Care Lead Questionnaire

Name of Organisation: _____

Name of respondent: _____

Job title: _____

Other roles/responsibilities: _____

Proportion of time spent on
emergency care role:
(e.g. 0.5 WTE or 18 hours) _____

Telephone: _____

E-mail: _____

I confirm that this is a fair and accurate record of the information
provided to the NAO via telephone

Electronic Signature

Date

The Objective of the National Audit Office Audit of Emergency Care in England

About the NAO

The National Audit Office has a statutory responsibility to report to Parliament on whether the Department of Health is discharging its responsibilities in an economic, efficient and effective way. You may recall that we published a report on Accident and Emergency Departments in England in 1992. Our current study will take into account the recent developments under the *Reforming Emergency Care* agenda, including the establishment of emergency care networks, and the Department's "whole system" approach to this issue, as well as following up any previous recommendations that still apply.

Objectives of the survey

A key aspect of the study is the survey of Emergency Care Networks to create a national picture of progress. This survey seeks to find out the major issues facing providers of emergency care and the responses to these. However, we recognise that arrangements will differ around the country and that not all questions will be applicable to all respondents. To minimise the burden it will place on the Networks we have worked closely with the Department of Health and other important stakeholders to devise the survey. The survey has been piloted with strategic health authority Emergency Care leads. We have designed the questionnaire as far as possible to request information that is not readily available from other sources and sought to ensure that it complies with the NHS Gateway protocol.

We are keen to identify examples of successful initiatives that have resulted in demonstrable improvements in the way emergency care is delivered. Any material to be included in the report will be discussed and the findings cleared with the relevant Network before publication. The outcome from this survey and other associated work will be an overview report to Parliament.

Instructions for completing and returning the questionnaire

Thank you for answering questions on the work of your strategic group for Emergency Care via our telephone survey. We have filled in your verbal responses into this questionnaire and should be grateful if you could check the details as quickly as possible to ensure accuracy. If the summaries of your responses need correcting, clarifying or expanding, please amend them and/ or attach any supporting documents. Please **make a copy** for your own records and then return this part of the questionnaire to **Alison Terry** by **13th February 2004**.

Contacts for further information

If wish to discuss any aspects of the survey, you can contact either:

Alison Terry at the National Audit Office (alison.terry@nao.gsi.gov.uk, telephone: 020 7798 7191)

Or

Antonia Gracie (antonia.gracie@nao.gsi.gov.uk, telephone: 020 7798 7455)

Section A – Details about the Strategic Group

Q1 On what date was the strategic Emergency Care Group formally set up?

☐ ☐ / ☐ ☐ / ☐ ☐ ☐ ☐ ☐

Go to Q2

Q2 Does the Strategic Group have a dedicated budget or resources?

Please tick

Yes

No

1

2

Go to Q3

Q3 Please indicate the size of the population resident in the area covered by the Strategic Health Authority.

Write in

Go to Q4

Q4 Are there local factors in the area that affect the public's use of emergency care services?

Please tick

Yes

1

Go to Q4b

No

□ 2

Go to Q5

Q4b If yes, please give brief details

[illegible]

Go to Q5

Q5

Please list all the organisations involved in the Strategic Group, the number of representatives from each that are expected to contribute to the Group's activities and the frequency with which they attend the Group's meetings.

Frequency is measured by **4 = always**, **3 = usually**, **2 = occasionally**, **1 = rarely** and **0 = never**

Write in

EG

Name of Organisation	Number of representatives expected to contribute	Frequency of attendance at meetings
Midshire Ambulance NHS Trust	3	1

Go to Q6

Q6

What was the date of the first strategic Emergency Care Group meeting?

<input type="text"/>	<input type="text"/>	/	<input type="text"/>	<input type="text"/>	/	<input type="text"/>	<input type="text"/>	<input type="text"/>
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Go to Q7

Q7 How frequently does the strategic Emergency Care Group meet?

Please tick one

- Monthly ☐ 1
- Bi-monthly ☐ 2
- Quarterly ☐ 3
- Six monthly ☐ 4
- Less frequently ☐ 5
- Don't know ☐ 6
- Go to Q8**

Q8 Who is the Official Chair of the Strategic Group?

Write in

Name	Job Title	Organisation

Go to Q9a**Section B – Strategy and reporting arrangements of the Strategic Group****Q9a Does the strategic Group have an agreed set of objectives?**

Please tick

- Yes ☐ 1 **Go to Q9b**
- No ☐ 2 **Go to Q11a**

Q9b If yes, please attach the objectives for the Group and any other documents pertaining to its terms of reference.

Please tick to confirm that the document is attached

- ☐ 1 **Go to Q10a**

Q10a Have all the organisations jointly responsible for delivering these objectives approved them at Senior Management or Board level?

Please tick

- Yes ☐ 1 **Go to Q10b**
- No ☐ 2 **Go to Q11a**

Q10b If no, please give brief details as to what level of authority has approved the objectives**Go to Q11a**

Q11a Does the Strategic Group have a list of actions for improving the delivery and quality of emergency care which underpin the local development plan?

Please tick

Yes

☐ 1**Go to Q11b**

No

☐ 2**Go to Q12****Q11b If yes, please attach any relevant documents.**

Please tick to confirm that the document(s) is/ are attached

☐ 1**Go to Q12****Q12 Please state what types of methods/analyses were used to develop the list of actions.**

Please tick

Yes

No

Needs analysis

☐ 1☐ 2

Cost-benefit analysis

☐ 1☐ 2

Consultation with patients and public

☐ 1☐ 2

Advice from the Department of Health

☐ 1☐ 2**Other** Please specify☐ 2**Go to Q13****Q13 Please say what sources of data/information were used to help develop the list of actions.**

Please tick

Yes

No

999 call data☐ 1☐ 2**Emergency Department attendance data**☐ 1☐ 2**Hospital admission data**☐ 1☐ 2**NHS Direct data**☐ 1☐ 2**GP out of hours call data**☐ 1☐ 2**Demographic data**☐ 1☐ 2**Other** Please specify☐ 2**Go to Q14**

Q14 What sources of data/information are regularly considered by the Strategic Group?

Please tick

	Yes	No
Ambulance category A target	<input type="checkbox"/> 1	<input type="checkbox"/> 2
All Ambulance category data	<input type="checkbox"/> 1	<input type="checkbox"/> 2
A&E 4 hour target data	<input type="checkbox"/> 1	<input type="checkbox"/> 2
A&E 12 hour trolley waits	<input type="checkbox"/> 1	<input type="checkbox"/> 2
Thrombolysis target data	<input type="checkbox"/> 1	<input type="checkbox"/> 2
GP access target data	<input type="checkbox"/> 1	<input type="checkbox"/> 2
Patient complaints	<input type="checkbox"/> 1	<input type="checkbox"/> 2
Untoward patient incidents	<input type="checkbox"/> 1	<input type="checkbox"/> 2
Other systems data Please specify		<input type="checkbox"/> 2

Other clinical data Please specify
☐ 2**Go to Q15a****Q15a Is there a formal mechanism for monitoring the Strategic Group's performance?**

Please tick

Yes	<input type="checkbox"/> 1	Go to Q15b
No	<input type="checkbox"/> 2	Go to Q17

Q15b If yes, please provide brief details of how the Group's performance is monitored.**Go to Q16a**

Q16a Is the performance of the Group benchmarked against other Strategic Groups?

Please tick

Yes

☐ 1

Go to Q16b

No

☐ 2

Go to Q17a

Q16b Please provide brief details of the benchmarking carried out and any findings.

Go to Q17

Section C – Operation of the Strategic Group**Q17 Please provide brief details about the resources for the Strategic Group which were available for 2003-04.**

Go to Q18a

Q18a Has the Strategic Group run any activities to develop new ways of working across traditional organisational boundaries?

Please tick

Yes

☐ 1

Go to Q18b

No

☐ 2

Go to Q19a

Q18b If yes, please provide brief details of these activities.

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Go to Q19a

Q19a Has the Group developed any protocols for joint working which can be agreed locally by the different providers of emergency care?

Please tick

Yes

☐ 1

Go to Q19b

No

☐ 2

Go to Q20a

Q19b If yes, please state what these protocols are.

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Go to Q20a

Q20a Do you monitor if the trusts and other NHS organisations are using these protocols effectively?

Please tick

Yes

☐ 1

Go to Q20b

No

☐ 2

Go to Q21a

Q20b If yes, how do you monitor if the use of these protocols?

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Go to Q21a

Q21a Has the Strategic Group done any work to redesign the whole system processes for emergency care?

Please tick

Yes	<input type="checkbox"/> 1	Go to Q21b
No	<input type="checkbox"/> 2	Go to Q22a

Q21b Which of the following activities has the Group undertaken to influence the redesign process?

Please tick

	Yes	No	
Analysis of patient flows in the whole system	<input type="checkbox"/> 1	<input type="checkbox"/> 2	
Modelling to improve patient flows in the whole system	<input type="checkbox"/> 1	<input type="checkbox"/> 2	
Analysis of care pathways across the whole system	<input type="checkbox"/> 1	<input type="checkbox"/> 2	
Modification of care pathways across the whole system	<input type="checkbox"/> 1	<input type="checkbox"/> 2	
Considered the choice agenda in the provision of emergency care	<input type="checkbox"/> 1	<input type="checkbox"/> 2	
Changed the provision of emergency care to reflect the choice agenda	<input type="checkbox"/> 1	<input type="checkbox"/> 2	Go to Q22a

Q22a Has the Strategic Group run any activities to develop new ways of working across traditional professional boundaries?

Please tick

Yes	<input type="checkbox"/> 1	Go to Q22b
No	<input type="checkbox"/> 2	Go to Q23a

Q22b If yes, please provide brief details of these activities.

Go to Q23a

Q23a Has the Strategic Emergency Care Group considered the impact of the change in the way GP out of hours services are delivered from April 2004 will make on other providers of emergency care?

Please tick

Yes	<input type="checkbox"/> 1	Go to Q23b
No	<input type="checkbox"/> 2	Go to Q24

Q23b If yes, has the Group taken or been involved in any action to change the local situation?

Please tick

Yes

☐ 1

Go to Q23c

No

☐ 2

Go to Q24

Q23c If yes, please provide brief details of the steps taken.

Go to Q24

Section D – Achievements of the Strategic Group

Q24 Please provide details of the 3 main changes in the way emergency care is delivered which have been introduced since the Strategic Group's creation and have the benefits been formally evaluated?

Please list details of change

Tick if Evaluated

Yes

No

☐ 1

☐ 2

☐ 1

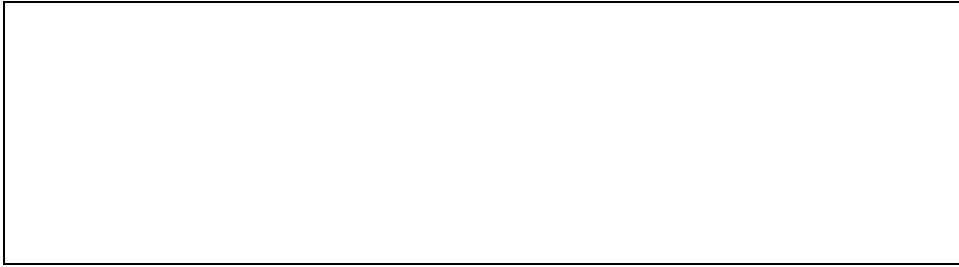
☐ 2

☐ 1

☐ 2

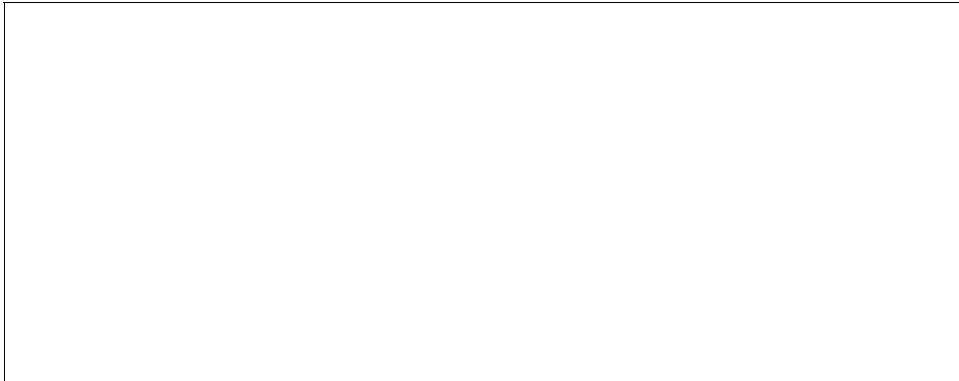
Go to Q25

Q25 What, in your opinion, were the main factors that contributed to these successes?



Go to Q26

Q26 What, if any, were the barriers to achieving these successes?



Go to Q27

Q27 How did you overcome them?



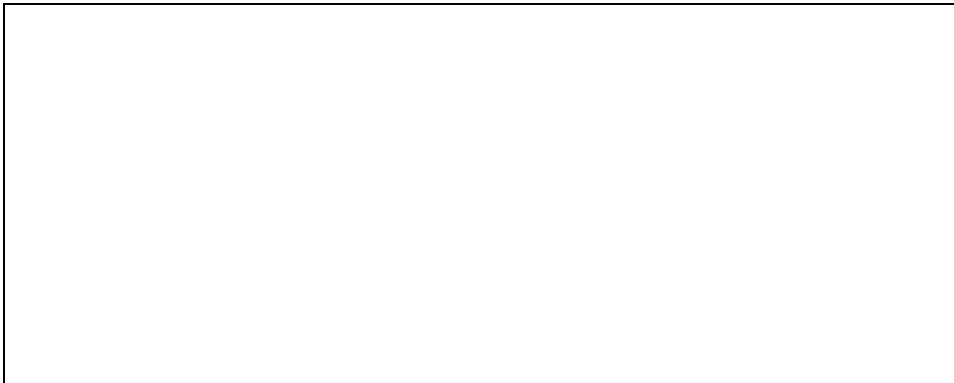
Go to Q28

Q28 What, if anything, have you wanted to do but not been able to achieve?



Go to Q29

Q29 Why has the strategic Group not been able to achieve these things?



Go to Q30

Q30 Is there anything else that you would like to say, to help us understand the management of Emergency Care in your Strategic Health Authority?

