

Scarborough Acute Services Review



March 2020

Humber, Coast and Vale

Content of Slides

- Summary of Stage Two work signed off and endorsed by multiagency Stakeholder session at end of January
- Update of Recent Activity
- Next Steps and Priorities as a collective system.



Scarborough Acute Services Review


- Began in Summer 2018
- Overseen by joint collaborative (the Humber, Coast and Vale Health and Care Partnership , York Teaching Hospital NHS FT, Humber Mental Health NHS FT, Yorkshire Ambulance Service, Local Authority partners)
- Driven in part by the immediate need to resolve problems facing general surgery, but also by a need to put in place solutions for acute services that have some longevity and are not quick fix/sticking plaster solutions
- Seeking sustainable, strategic approach to the provision of acute services for the Scarborough catchment area population
- Developing solutions to longstanding workforce issues
- This work has been led through a clinical reference group of Consultants, GPs, and other staff.



Progress to Date

Stage One:

- Balanced assessment of a number of clinical models according to agreed evaluation criteria finalised
- Case for change document summarising process undertaken published in March 2019, identifying four key challenges:
 - Changing health needs (demographics, socio-economics)
 - Meeting national quality standards and addressing staffing shortages
 - Access to primary and community care
 - Getting value for money



Humber, Coast and Vale

Where are we now?

Stage Two:

The second Stage of the work programme has been completed. The findings and next steps included:

- More detailed development of clinical models in key specialties: general surgery, maternity and paediatrics, and A&E/acute medicine
- Further activity and financial modelling work to support the development of these clinical models
- Progression of 'drivers of deficit' analysis and how this affects operation of potential models
- Broadening the scope of the review to align with the developing integrated community and primary care model across North Yorkshire and York, overseen by the recently established NYY System Leadership Executive

Clinical Model Development Work(1)

general surgery and urology

- Successful implementation of integrated York/Scarborough General Surgical rota in October 2019
- Introduction of temporary change to Urology service from mid November 2019 to allow for safe medical staffing model ahead of development of an agreed longer term service pathway:
 - Out of weekday hours and at weekends, Urology emergency presentations requiring admission are referred to York Hospital
 - Detailed discussion took place with Yorkshire Ambulance Service and the Urology service pathway has been shared with Trust and YAS staff, local GP's and North Yorkshire and East Riding OSCs
 - Audit of acute case transfers from mid November 2019 to June 2020 underway
 - Patient transfer numbers in line with estimates(3-4 per week)
 - No issues experienced to date
 - Consultant interviews for vacant posts to be held in early March
- Yorkshire and Humber Clinical Senate visit in November 2019 to discuss, review and advise on emerging clinical models in A and E/Acute Medicine, Urology and Paediatrics/Obstetrics. Final report to be published in April 2020.

Clinical Model Development Work(2)

obstetrics and paediatrics

- Yorkshire and Humber Clinical Senate visit took place in November 2019 to discuss, review and advise on emerging clinical models in A and E/Acute Medicine, Urology and Paediatrics/Obstetrics. Final report to be published in April 2020.
- Verbal feedback given at the end of the visit focussed on:
 - need for progression of the prospective and retrospective audit for the Paediatric model to help guide the development of clinical protocols
 - requirement for training of particular staff groups to support the robust operation of the Paediatric model.
- Work ongoing on emerging Paediatrics/Obstetrics model – audit of late evening/overnight emergency admissions underway



Desk Top Review of Other Clinical Services

- Desk Top review of other clinical services on Scarborough site to assess any risks to future sustainability has begun
- Involving Trust Care Group Clinical Directors and Managers covering factors such as activity, quality, performance and regulation, financial income, workforce, supporting infrastructure, commissioning policy, reputational risk
- Initial assessment meeting held end of February
- Five/six Specialties with highest sustainability risk score to be discussed and evaluated by Confirm and Challenge Group with input from Chair of Yorkshire and Humber Clinical Senate in mid March.
- Action Plans for those services with recognised sustainability issues to be developed



Medical Oncology Service

- HUTHT provide Consultant led service for Scarborough area patient population (with exception of Breast service)
- HUTHT Oncology team staffing challenges led to introduction of revised staffing model and temporary service change due to patient safety for Breast service implemented in early 2019
- Scarborough patients are continuing to receive Chemotherapy services locally but travel to York for their outpatient care – service working well
- Similar HUTHT staffing challenges have led to temporary service change due to patient safety for other tumour sites from January 2020
- Oncology in – patient services, Chemotherapy and routine outpatient follow up outpatient appointments continue to be provided at Scarborough Hospital
- All patients requiring more intensive support are transferred to Castle Hill Hospital as was the case previously
- New patients (around 400 p.a.) and those requiring critical decisions from Scarborough area now seen at Castle Hill Hospital
- No significant issues encountered in relation to delivery of revised model. Patient experience and National Cancer survey feedback (particularly related to transport issues) is being analysed as part of an ongoing audit co-ordinated by the Humber Coast and Vale Cancer Alliance
- The future long term provision of oncology services forms part of a wider strategic review of cancer services across the Humber, Coast and Vale Health and Care Partnership.

Engaging Local People

- Stage Two Report Summary and Next Steps and Public Facing Review Narrative published in February 2020
- Focussed engagement piece with local communities around future emerging service models for Paediatrics and Older People being run by Healthwatch North Yorkshire
- Appointment of Part Time Engagement Manager who is co-ordinating wider programme
- Continuous updating of review website
- Formation of Transport Group co-ordinated by North Yorkshire CCGs – first meeting will take place in March.



YTHFT Workforce Developments

Recruitment remains a challenge with issues in key specialities(e.g. ED, Acute and General Medicine, Care of Elderly and Urology), but there has been significant success in a number of areas in recent months:

- East Coast medical recruitment project: medical vacancy rate has dropped from 21% in the summer of 2018 to a current rate of 9.8%
- Close working with Coventry University bringing nurse training back to the east coast with the introduction of the nursing degree course on their Scarborough campus
- Despite continuing workforce challenges(including high use of locums), 35 new nurses are joining Trust in the coming months to be based in Scarborough (overseas recruits and newly qualified nurses)
- Health and Social Care co-ordinated a successful careers event in November 2019 hosted by Coventry University
- Close collaboration with the multi agency Workforce Board and local community (e.g. Scarborough Ambassadors) to promote the East Coast as a place to live and to invest
- Investment in new roles (e.g. Advanced Clinical Practitioners, Physician and Nurse Associates, non-registered workforce)
- Trust wide staff engagement exercise underway and development of revised set of values and expected behaviours to be launched in Spring 2020.



Next Steps And Priorities(1)

- Development of a strategic approach to integrated out of hospital care involving local authority, community and primary and social care partners and CCGs across North Yorkshire as a whole and within the Scarborough locality
- Scarborough and Ryedale Multi Agency Partnership Board held workshop in late November – full work programme being developed
- Development of Frailty pathway identified as initial priority area with further work planned on direct transfers of care.



Next Steps And Priorities(2)

- Further multiagency discussions being progressed on the future role of Bridlington Hospital for acute, community and primary/social care services
- Work with NHSE/I Emergency Care Improvement Team refining the Scarborough Acute Medical model, focussing on same day emergency care and the SAFER patient flow process as part of overall site Specialty review
- Supporting financial analysis work undertaken on stranded and fixed costs in Scarborough system indicates that funding solution outside current system resources required
- Need for co-ordinated multi partner effort to obtain more resources for Scarborough area.

Future East Coast Narrative

- Real opportunities for lasting change as part of a coherent East Coast Narrative
- Significant clinical engagement in creating the models and solutions for sustainable services
- Requirement to plan with ambition to invest in the Scarborough site and its future and determine future configuration for Bridlington
- Working as a system to develop a truly integrated model of care
- Using our experience in Scarborough to influence at a national level and to take a leading role collectively as partners in developing solutions for our challenges
- Follow up Multi Agency Stakeholder workshop to consider progression of strands of work and develop East Coast Narrative in Spring 2020.