

# East Coast Services Update

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Humber, Coast and Vale

# East Coast Context

## A number of longstanding challenges:

- Population:
  - ageing
  - higher levels of deprivation
  - Primary care provision is fragile
- Geography:
  - rural and coastal areas
  - sparse populations
  - issues with access e.g. provision of good transport links.
- Difficulty recruiting and retaining key staff
- One workforce covering Scarborough and Bridlington
- Higher costs associated with running services
- Poor estate (e.g. nightingale wards, backlog maintenance issues)
- Awaiting CQC report from recent inspection

# Acute Service Review

- Began in summer 2018
- In partnership with commissioners and the Humber, Coast and Vale Health and Care Partnership.
- 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 population.
- Developing solutions to longstanding workforce issues.
- This work has been led through a clinical reference group of consultants, GPs, and other staff.



# Aims of the Review

The review, supported by McKinsey, seeks to answer 5 questions:

- 1 What is the case for change from a clinical, workforce and financial perspective, and which services are most impacted?
- 2 What evaluation criteria should be used to assess options?
- 3 What are the range of clinical models that could underpin any future service configuration options?
- 4 What is the shortlist of service configuration options that we should assess against the evaluation criteria?
- 5 How do those options stack up against the evaluation criteria?

# Where are we now?

## Stage One:

- Case for change established, 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
- The need for change summary document was published in March 2019.

# Where are we now?

## Stage Two:

McKinsey concluded the second phase of their analysis work during August. This included:

- More detailed development of clinical models in the key specialties: general surgery, maternity and paediatrics, and A&E/acute medicine
- Further financial modelling work to support the development of these clinical models
- Broadening of scope to include an out of hospital workstream



# Recommended Next Steps

- Completion of clinical model development work in key specialty areas (A&E/acute medicine, general surgery and urology, maternity and paediatrics)
- Finalising the activity and financial analysis of chosen models
- Completion of 'drivers of deficit' analysis and how this affects operation of potential models
- Development of a strategic approach to out of hospital involving local authority, community and primary care partners and CCGs within the Scarborough locality and across North Yorkshire as a whole
- Understanding the role of Bridlington Hospital in the future delivery of acute and community services



# Future East Coast Strategy

## Recruitment:

Recruitment remains a challenge, but significant success in recent months:

- East Coast medical recruitment project: medical vacancy rate dropped from 15.5% in May to 10.8% in July, its lowest for seven years
- 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
- 106 new nurses joining the Trust in the autumn, to be based in Scarborough (overseas recruits, newly qualifieds, HEE's global learners' programme, and general recruitment)
- Close collaboration with the local community (e.g. Scarborough Ambassadors) to promote the East Coast as a place to live and to invest
- Investing in new roles (ACPs, physician associates, non-registered workforce)

# Future East Coast Strategy

## Small Rural Hospitals Network:

- Supported by NHS Improvement and the Nuffield Trust.
- Formally met for the first time in July, the Trust presented on the Acute Service Review and workforce challenges/potential solutions and have been invited by NHSI to write this up as a case study
- The network will look at potential common service models and possible financial solutions to our particular issues
- Workstreams still to be confirmed but likely to be:
  - Establishing a vision for small acute hospitals
  - Workforce
  - Finance (the Trust is already strongly linked in to this)
  - Digital
  - Clinical models
- The network presents an opportunity to influence national thinking and policy, and we are taking an active role to maximise the potential benefits to Scarborough Hospital and the wider health and care system



# Future East Coast Strategy

Capital investment opportunity:

Many areas of the hospital are currently working with ageing estate and infrastructure like this...



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# Future East Coast Strategy

## Capital investment opportunity:

- £40m investment secured for improvements to the emergency department and supporting infrastructure.
- Unlocks the potential to radically change how acute and emergency patients are assessed and treated by creating the space to enable specialties and professions to work collaboratively as one team in purpose-built facilities like this...



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# Conclusions

- Real opportunities for lasting change
- Growing clinical engagement in creating the solutions
- Planning with ambition to invest in the site and its future
- 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 in developing solutions for our challenges.

