

Scarborough Hospital Update

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Messages to partners and the public

- The continued commitment of the NHS to provide acute hospital-based services in Scarborough
- As with other remote coastal areas, for Scarborough workforce remains the biggest single challenge
- The design of services will continue to change and, in some cases, will involve more networking with other sites and providers
- The hospital is not an island and the improvement in health outcomes for the population needs service improvement and integration across health and social care services
- The health community needs to use the opportunities presented by joint working with all its partners including the opportunities of the collective public sector estate

Quality Improvement

- Continued review of CQC report and actions.
- Development and implementation of ward & department based quality improvement project “Always Aiming High” linking to the CQC action plan and clinically led.
- Four strands of focus:
 - Quality and Safety
 - Patient Experience
 - Safety Processes
 - People
- Year long project led by clinical teams to focus on quality and improve outcomes.
- Ward Leader development programme as part of this project linking directly with the Trust’s new Values and Behaviours.

Quality Improvement

- QI strategy in development
- QI team now aligned with the quality and patient safety team
- Our vision is to embed a culture of continuous improvement
- The embedding of a safety culture from board to ward, where improving safety is seen as everyone's business, and implementing a systematic approach to quality improvement across the organisation will support the delivery of the Trust's vision
- QI coaching programme launching in October 2021

Workforce

- Review of all baseline ward based nursing establishments.
- Investment based on CQC recommendations to uplift baseline ward establishments.
- Nurse vacancies remain challenging.
- To counter this there is an active local and international recruitment campaign with 41 new recruit RNs projected over Spring and Summer 2021.
- Investment in senior nursing leadership – appointed a Head of Nursing for Care Group 2 based 100% in Scarborough to focus on the quality, leadership and operational improvements needed.
- Review of AHP and medical establishments with associated ask being shared with the Trust Executive team.

Investing in Emergency Care

- £47m capital development
 - New Emergency and Urgent Care department with approximately double the clinical space
 - New integrated critical care floor for intensive care, coronary care
 - New site infrastructure to support future site development
- First stages of business case approval complete, final case due in autumn 2021
- Due to open early 2024
- Review of our urgent care pathways to ensure they are fit for purpose, working with commissioners and primary care to further improve the pathways outside of the hospital.



Emergency Care For Children and Young People

- **Scarborough**
- Staffed with a RCN at all times in the ED department
- New Children's Assessment Unit opened in January 2021
- New CAHMS pathway introduced for mental health patient safety
- All staff in ED trained in Paediatric Observations
- Dedicated Paediatric waiting room and cubicle
- Significant reduction in breaches of admitted patients

New Children's Assessment Unit Scarborough



Children's Assessment Unit Scarborough

- New CAU in Scarborough
- 4 bed stand alone unit at front of house
- Staffed with RCN, HCA and Paediatrician.
- 72% of children admitted to CAU are discharged directly
- Medial length of stay under 2 hours
- No readmissions within 24 hours of discharge
- Trial of extended opening for 3 months in June, July and August 2021
- Patient experience score from questionnaire average 4.79 out of 5

Mental Health

- Mental Health risk assessment in place and regularly audited
- Ligature free room implemented
- Mental Health presentations increasing and complex
- CORE-24 service commenced April 2021- TEWV continuing to recruit to full establishment
- Standardisation of policies and procedures across the York and Scarborough sites
- Trust wide mental health strategy in development, to ensure that patients with mental health issues receive high quality safe care
- Dementia strategy approved by April Quality Committee
- Significant delays for placement into Mental Health In-patient beds

Challenges

- Emergency Care Standard
 - Increased activity resulting in long ED waits at the end of Quarter 1
 - Increased pressure on services across health and social care with associated impact on discharge provision
- Infection Prevention and Control
 - Clostridium difficile remains a challenge
 - Management of COVID and associated pathways
- Workforce
 - Recruitment challenges remain, recruitment activity continues with bespoke adverts for Scarborough and the East Coast

Journey to Excellence

- Working with Care Groups through our Quality and Regulations Group to develop our roadmap to outstanding
- Using the Key Lines of Enquiry to benchmark against the criteria for outstanding and develop an improvement plan to achieve outstanding
- Utilising national improvement methodology to further enhance and develop patient flow and pathways
- Quality actions being taken to review and develop the emergency care pathway to be “new build ready”