

East Coast Services Update



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)

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

Where are we now?

Stage Two:

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

- 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



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Clinical Model Development Work

- Successful implementation of integrated York/Scarborough General Surgical rota in October 2019(model previously reported to Overview and Scrutiny Committee)
- Work ongoing on emerging Paediatrics/Obstetrics model
- Introduction of temporary change to Urology service from mid November 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 has taken place with Yorkshire Ambulance Service and the Urology service pathway has been shared with Trust and YAS staff, local GP's and OSC Chair
- Yorkshire and Humber Clinical Senate visit in November 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 January/February 2020.



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Integrating Hospital and out of Hospital care

- 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
- Development of Frailty pathway identified as initial priority area with further work planned on direct transfers of care
- Further multiagency discussions being progressed on the future role of Bridlington Hospital for acute, community and primary/social care services



Engaging Local People

- Development of Review Narrative and Stage Two Report Summary for publication in the New Year
- Focus on engagement piece with local communities around future emerging service models for Paediatrics and Older People being run by Healthwatch
- Recruitment of Part Time Engagement Manager who will co-ordinate wider programme starting in January 2020
- Continuous updating of Review website
- Institution of Transport Group co-ordinated by North Yorkshire CCG's



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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, 60 new nurses are joining Trust in the coming months to be based in Scarborough (overseas recruits and newly qualified nurses)
- 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 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. YTHFT presented on the Acute Service Review and workforce challenges/potential solutions and at the invitation of NHSI this is being written up as a case study
- The network is looking at potential common service models and possible financial solutions to our particular issues
- Workstreams looking at:
 - 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:

- £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 Scarborough site and its future and determine future strategy 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 in developing solutions for our challenges.

