

# Agenda Item 7

		<b>THE HEALTH SCRUTINY COMMITTEE FOR LINCOLNSHIRE</b>	
Boston Borough Council	East Lindsey District Council	City of Lincoln Council	Lincolnshire County Council
North Kesteven District Council	South Holland District Council	South Kesteven District Council	West Lindsey District Council

Open Report on behalf of Hannah Coffey, Chief Executive,  
North West Anglia NHS Foundation Trust

Report to	<b>Health Scrutiny Committee for Lincolnshire</b>
Date:	<b>20 March 2024</b>
Subject:	<b>North West Anglia NHS Foundation Trust Update on the Implementation of the Clinical Strategy for Stamford and Rutland Hospital; and Recovery Plans for all Patients</b>

**Summary:**

This report provides an update on both clinical and estates developments at Stamford and Rutland Hospital since the last report the Health Scrutiny Committee members in early 2023.

It includes the latest information on the development of a Day Treatment Centre on the Stamford site, and how this will enable the Trust to treat more day case patients closer to home, alongside the delivery of outpatient appointments and diagnostic services, as set out in its clinical strategy. The report also describes the Trust-wide activities taking place to reduce waiting times for all patients of North West Anglia NHS Foundation Trust.

**Actions Requested:**

The Committee is asked to note the contents of the report.

## **1 Background**

- 1.1 North West Anglia NHS Foundation Trust provides acute care from three main hospital sites in Peterborough, Stamford and Huntingdon, and delivers outpatient and radiology services at three smaller sites in Doddington, Wisbech and Ely. The Trust employs 7,355 substantive staff and a further 800 bank-only workers fulfilling more than 300 roles. Some 120 staff members are based at the Stamford and Rutland Hospital site.
- 1.2 Approximately 20% of the total patient activity for the Trust comes from the NHS Lincolnshire Integrated Care Board (ICB) area. The Trust is working with Lincolnshire ICB to develop and improve services that meet the needs of the Lincolnshire population, using the Stamford Hospital site to offer more people access to care that is closer to home.

## **2 Stamford and Rutland Hospital Site Strategy**

- 2.1 The Trust has worked with clinicians, partners, and patient representative groups to develop a clear vision to meet the needs of the South Lincolnshire and Rutland population by working with community providers to deliver low complexity care close to home in a calm environment. The Trust's clinical strategy was launched in 2022 with the aim of providing more day-case services on the site – including chemotherapy and other cancer treatments, expanded diagnostics, new ophthalmology clinics and pain injection services.
- 2.2 This will be developed further in 2024 by the construction of a new Day Treatment Centre for the site – further details are shared on this at section 3 of this report.
- 2.3 As part of the clinical strategy, an Outpatient Improvement Programme has commenced, with the aim of improving outpatient appointment waiting times for patients. This work is focused upon key performance indicators, as set out in the NHS Oversight Framework 2023, with the objective of reducing Follow Up activity, Increasing Patient Initiated Follow Up (PIFU), and use of virtual appointments. In addition, there are key metrics focusing on operational efficiency to optimise the utilisation and space and creating additional capacity.
- 2.4 Progress to date includes a review of the booking process and redesign of some planning activities driven through the Stamford Outpatients Transformation Working Group. More information on the Trust-wide improvement programme is set out at point 5 of this report.

## **3. Day Treatment Centre Proposal**

- 3.1 The Trust has commenced a significant project to create a new Day Treatment Centre on the Stamford and Rutland Hospital site. The £18 million project represents the largest investment in the site for many years.
- 3.2 Planning permission has been sought from South Kesteven District Council and a decision is expected in May 2024. The scheme, which the Trust plans to build on the site of the former nurses' home, to the right of the main entrance to the hospital, is expected to open in early 2025, subject to planning permission being granted.

- 3.3 The proposed two-storey treatment centre will include three specially-equipped treatment rooms, which is an increase on current day case facilities. This supports the Trust’s strategic objective of increasing activity to meet population demand for day case procedures. It will also provide three cabin-style changing rooms with ensuite facilities and two recovery bays. Day surgery cases comprising dermatology, urology, trauma and orthopaedics and pain management will be delivered in the new facility.
- 3.4 Currently, day case procedures are carried out in the theatre wing of Stamford and Rutland Hospital – namely the Dronfield Suite and Greenwood Ward. There are a number of issues that impact upon the patient and staff experience in the current accommodation. These are:
- Presence of Reinforced Autoclaved Aerated Concrete (RAAC), which signals significant structural concerns;
  - Non-compliance with Health Building Notes and estates standards; and
  - Underutilisation of the clinical space.
- 3.5 The Trust’s proposal to create the new Day Treatment Centre will fully eradicate RAAC from the Stamford and Rutland Hospital site and meet the Government’s pledge to remove RAAC from all hospital sites by 2030.



***Proposed Day Treatment Centre at Stamford and Rutland Hospital***

#### **4 Sale of Unused Land on Stamford and Rutland Hospital Site**

- 4.1 In April 2019, the Trust offered for sale land at the west end of the hospital site that was unused and surplus to future requirements. A preferred bidder was engaged but then withdrew before the completion of the process. The Trust then decided to re-market the site in 2023.
- 4.2 The marketing and bid evaluation phases have now been completed, and the Trust has accepted an offer from a local developer. The sale is expected to complete in Spring 2024. The money received from the sale will support the ongoing investment in the site to improve patient services and patient experience.

#### **5 Reducing Waiting Times for Patients**

- 5.1 Waiting times for patients have been impacted by a number of factors over the past few years – particularly; increased urgent and emergency care activity, delays to care as a result of industrial action and, in some cases, the ongoing legacy of the Covid-19 pandemic.
- 5.2 The Trust is working with staff and local system health and social care partners to improve the experience for both emergency and planned care patients – particularly to reduce the time they wait for care or treatment.
- 5.3 In December 2023, the Trust launched its *Back on Track* initiative to staff. This is a trust-wide focus on urgently improving performance in three key areas that create the greatest challenge to patient care. These are:
- Cancer care
  - Elective care
  - Urgent/emergency Care and patient flow
- 5.4 The first eight weeks of the programme focussed upon urgent and emergency care to correspond with the anticipated peak in demand during December and January. Work to improve elective and cancer care waiting times has also started within our trust and will focus upon key workstreams to reduce our backlog and improve our productivity across our sites. *Elective Improvement Huddles* started in mid-February and *Cancer Huddles* that focus upon our most challenged tumour sites started in January.
- 5.5 The initiative has brought teams together in daily huddles to plan ahead, identify issues, and use the opportunity of having key department representatives available to resolve any operational issues on the spot. It has demonstrated the value of teamwork and collaboration across our clinical and corporate divisions to support our patients' journeys through our hospitals. Our staff are working differently and driving improvements using their collective clinical knowledge and skills.

- 5.6 Our focus will remain on making sustainable improvements to the emergency care pathway over the coming months, meaning patients will receive the right care in the right place at the right time, eliminating waits in crowded emergency departments and delays to leaving hospital.
- 5.7 At the same time, we are redoubling efforts to meet the national NHS standards of reducing waiting times for cancer and elective care patients with our Improvement Huddles. The focus for 2023-24 has been on patients waiting over the 62-day standard for cancer treatment and elective patients waiting longer than 65 weeks for their procedure.

## **6 Consultation**

This is not a consultation item.

## **7 Conclusion**

The Committee is asked to receive the update on both clinical and estates developments at Stamford and Rutland Hospital.

## **8 Background Papers**

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Mandy Ward, Associate Director of Communications and Engagement, NWAFT.

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