


# 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 United Lincolnshire Hospitals NHS Trust

Report to	<b>Health Scrutiny Committee for Lincolnshire</b>
Date:	<b>17 April 2024</b>
Subject:	<b>United Lincolnshire Hospitals NHS Trust Update</b>

**Summary:**

The committee asked for a detailed update on United Lincolnshire Hospitals NHS Trust (ULHT), including reference to:

- Activity
- Waiting Times
- Care Quality Commission Activity
- Louth County Hospital
- Recruitment and Retention
- Impact of Storms Babet and Henk
- Car Parking
- Lincolnshire Provider Review
- Teaching Hospital Status Application
- Other Positive Developments

The below report covers all requested updates.

**Actions Requested:**

The Health Scrutiny Committee for Lincolnshire is requested to note the update by United Lincolnshire Hospitals NHS Trust on Lincoln County Hospital.

## 1. Overview of Trust Activity

Please see the table below for an overview of activity at United Lincolnshire Hospitals NHS Trust (ULHT) for the calendar year 2023, split by site:

Activity	Lincoln County Hospital	Pilgrim Hospital, Boston	Grantham and District Hospital	Louth County Hospital	Other Sites <i>(See Note 1)</i>
Outpatient Appointments	334,020	204,478	79,469	17,781	25,260
Elective Procedures	3,085	1,969	1,784	28	0
Day Case Procedures	27,655	18,282	8,477	4,089	2,283
Emergency Admissions	31,226	25,611	3,823	20	0
Hospital Births	2,674	1,586	0	0	0
A&E Attendances	65,649	51,761	24,399 <i>(See Note 2)</i>	0	0

### Notes

1. *Other Sites – These cover clinics and perform procedures on non-ULHT sites. This includes Johnson Community Hospital in Spalding, Skegness Hospital, John Coupland Hospital in Gainsborough, Boultham Park Medical Practice in Lincoln, and James Street Family Practice in Louth.*
2. *The figures for Grantham and District Hospital cover the period January to October 2023. Since November 2023, Grantham Urgent Treatment Centre has been open. A report on its first six months of operation is due on 12 June 2024.*

In addition, the Trust performed 264,698 ‘diagnostic events’ – 15 key tests including MRI, CT and ultrasound.

## 2. Elective Activity - Waiting Times

ULHT has made significant progress in reducing waiting times for planned patients and is currently on track to have zero patients waiting over 78 weeks and only 337 waiting over 65 weeks by the end of March 2024. The next ambition is to eliminate waiting times over 52 weeks by March 2025 and ULHT is on track to deliver this having already reduced from 8,000 to 3,000 since December 2022.

Head and neck specialties are the most challenged within the organisation and make up the majority of the long waiters. Gynaecology and gastroenterology are also pressured, but to a lesser extent. Whilst the pressure points by specialty vary by organisation, ULHT is in line with the rest of the East Midlands around this cohort of patients.

Industrial action by both consultant and junior doctor colleagues over the last year has had an impact upon elective activity, as the Trust has had to cancel some elective activity to protect emergency care and cancer services.

The level of cancellation has been kept to a minimum, and any cancellations made are re-booked at the earliest possible opportunity.

### **3. Care Quality Commission Activity**

The Trust received an unannounced inspection by the Care Quality Commission (CQC) in October 2021, followed by an announced Well-Led review in November 2021. From this the Trust's ratings are as follows:

- Safe: Requires Improvement
- Effective: Good
- Caring: Good
- Responsive: Requires Improvement
- Well-Led: Good

The Trust subsequently had a further unannounced inspection on 31 May 2023 to Lincoln County Hospital. This visit was a targeted inspection of the Childrens and Young Persons core service at Lincoln. The inspection focused on the 'Safe' key question and resulted in no changes to the Trust or core service ratings.

The Trust retained two conditions on its registration with CQC from previous inspection activities in 2019. These were closed by CQC during 2022 following a review of evidence submitted by the Trust.

The Trust has no conditions on its registration with CQC.

The CQC has transitioned to a new Single Assessment Framework, a move that has been planned since 2021. This has resulted in some restructuring within the CQC. The Trust is looking at the new framework to ensure a proactive approach to the CQC's amended definitions of quality.

#### 4. Louth County Hospital

Services at Louth County Hospital are run by a number of different providers, with the site overall run by Lincolnshire Community Health Services NHS Trust (LCHS).

Services run from the site by ULHT are detailed below:

##### Diagnostics:

- Ultrasound
- X-ray
- MRI
- Endoscopy
- Abdominal Aortic Aneurysm Screening
- Diabetic Eye Screening Programme
- Breast Screening

##### Surgery:

- Orthopaedics
- Ophthalmology
- Urology

##### Therapies:

- Occupational Therapy
- Physiotherapy
- Orthotics
- Rehabilitation Medicine Consultant Clinics
- Dietetics

##### Speciality Clinics:

- Abdominal Aortic Aneurysm
- Breast clinic
- Colorectal
- Dermatology, including minor operations
- Diabetes
- Ear, Nose and Throat
- Gastroenterology, including the Functional Bowel Team
- General Surgery
- Gynaecology
- Oral and Maxillofacial, including minor operations
- Ophthalmology, including Orthoptists and Glaucoma Clinics
- Orthopaedics
- Paediatric – Neurodevelopmental Clinic
- Rehabilitation
- Respiratory
- Urology
- Vascular

## 5. Recruitment and Retention

Since March 2021 we have seen a large level of growth in our workforce across all key staff groups. There has been a significant increase in our nursing and midwifery staff group (+254.74 FTE) following successes in recruitment, including internationally.

As of January 2024, we had a total of 8,396 FTE substantive staff in post across all staff groups, with plans in place to further improve our substantive staffing position in 2024/25 and reduce our reliance on temporary staff.

Our Registered Nursing (Band 5+) vacancy rates continue to reduce when compared to 2022 data, and in 2023 there has been an increase in the number of Nurse Associates, which supports the Trust to robustly manage and co-ordinate against safer staffing requirements.

In addition to this, we have seen our overall vacancy rate reduce significantly from 10.55% in April 2022, to 6.17% in January 2024. Turnover has also seen improvements within the same timeframe from 15.45% in April 2022, to 11.11% in January 2024. Both of these improvements evidence the focus which has been placed in recent years to increase and stabilise our substantive workforce.

In January 2024, the People and Organisational Development Team launched a Nursing and Allied Health Professional (AHP) Staff Retention and Experience Retention Working Group, which aims to work with key leaders across those staff groups to collaboratively develop a strategy which outlines how the Trust will support retention. Learning from this working group will also be taken forward into future development of similar strategies across other staff groups.

Model hospital data from August 2023 shows that ULHT is better than its peers, and the national median for NHS leavers rates in the below staff groups:

- Medical and Dental
- Midwives
- Allied Health Professionals
- Corporate and Administrative
- Estates
- Support to nurses, AHPs and scientific, therapeutic and technical

Workforce planning approaches are being developed and strengthened across the Trust, including reporting, which helps us identify areas where further improvement is needed and also where we are doing well. This will further support the Trust to understand staff needs.

The NHS Long Term Workforce Plan and associated Planning Guidance is being incorporated into how we build our future plans, so that once we successfully recruit staff we can also understand more about how we are able to support them in their onward career journey and stay working for ULHT or within Lincolnshire.

An area which will be further developed over the coming months is utilising insights from Population Health data, and how this translates into where our workforce work and live. By understanding this, we will be able to further understand more about staff health and wellbeing, and how working in rural Lincolnshire can be challenging. This will support us to develop plans which support our staff to stay well at work during times of increased pressure, and how best to support those who may be living with a long term condition, or caring for someone who has.

## **6. Impacts of Storms Babet and Henk**

Thankfully, Storms Babet and Henk which hit the UK in October 2023 and January 2024 had no significant impact at ULHT from an emergency planning perspective. We did experience some localised flooding on our hospital sites, which was managed under business continuity processes, and did not have an impact upon either staff or patients.

## **7. Car Parking**

We know that car parks at Lincoln County Hospital can become very busy at certain times of the day, especially around dedicated visiting hours. We have separate dedicated car parking for staff and visitors, and we continually monitor their use.

Any complaints around car parking are dealt with by our PALs team, but we currently do not collate data on the direct impact of car parking on missed appointments, for example. We also provide information on alternative travel modes, to reduce the number of patients and visitors travelling by car. We are also looking to add a link to patient letters, signposting patients and visitors, to local public transport information.

We are looking at both short-term and long-term solutions to improve the car parking situation on all sites. Options include:

- Review of staff parking permissions within patient and visitor car parks.
- Improved CCTV coverage to support enforcement of Trust car parking policy.
- Increased promotion of existing public transport services.
- Investment in VMS (Variable Message Signs) which inform patients and visitors when carparks are full.
- Park and Ride options.
- Shuttle Bus Options.
- Capital Investment in Additional Spaces.
- Local Investment in Additional Spaces.

## **8. Lincolnshire Provider Review**

Last year, NHS Lincolnshire Integrated Care Board commissioned a review of the provider landscape in Lincolnshire to understand if there is a better way to work together to achieve this. After a series of dedicated meetings and workshops between colleagues across Lincolnshire's Integrated Care System, ten recommendations to support this ambition were developed. These were evaluated and accepted by the Chairs, Chief Executives and Boards of the four NHS Statutory Organisations.

These ten recommendations have been consolidated into the four priority areas, which are listed below:

### Community and Primary Partnerships (CPPs)

This recommendation is to deliver care closer to home by improving joint working across statutory and non-statutory services at a locality level, by developing community and primary care partnerships. These will build on existing Primary Care Network and neighbourhood team arrangements.

### Group Provider Model between ULHT and Lincolnshire Community Services NHS Trust

This Group was formally established with effect from 1 April 2024. It continues its focus on making things better, both for those who receive care and for those who work in both organisations. At the heart of all decisions is the need to provide safe, high-quality care for all patients and those who use services. The Trusts will have a joint Chair and CEO, joint executive team, joint non-executive directors and close working relationships at Board level.

### Developing Shared Corporate Service Functions across NHS Organisations

This workstream will be working closely with corporate service leaders and teams to understand how best we can operate closer together, to create high-quality, integrated, efficient and value-for-money corporate services serving the whole of the NHS in the county.

### Organisational Development Programme to Support Cultural Change

Focusing on trust, transparency and the empowerment of clinical and care professionals. The specific requirement associated with this workstream will be defined by the other programmes of work and importantly signifies leaders' intent to ensure colleagues across the system benefit from support and an opportunity to be involved and integrate.

## **9. Teaching Hospital Status Application**

Following a period of engagement with our staff, patients and other stakeholders and the collation of a portfolio of evidence which demonstrates our significant commitment to teaching and education, we submitted our application for Teaching Hospital Status to the Department of Health and Social Care (DHSC) on 5 December 2023.

If we are successful with our application we are confident that teaching hospital status will further enhance our ability to attract top-tier talent, engage in ground-breaking research and innovation in collaboration with our university partners, continue to provide the highest standards of clinical education, and ultimately improve upon the already high standards of patient care for the people of Lincolnshire.

At the time of writing, we have been advised by the DHSC that our application is currently being reviewed by their legal team ahead of submission for ministerial review.

## **10. Other Positive Developments**

### Stroke Services

Plans are being developed to expand the Stroke Unit at Lincoln County Hospital, as a result of the recent review into four acute services in Lincolnshire (the acute service review). We are creating a centralised service for stroke within Lincolnshire for hyper-acute and acute stroke services. This will be supported by an enhanced community stroke rehabilitation service across the county to form the Lincolnshire Stroke Service. Plans for the multi-million pound development at Lincoln are now being made and will see the unit increase with seven additional beds, bringing the overall total on the ward to 35 beds. Building work is due to start later this year.

### Pilgrim Hospital Emergency Department

Work is well underway on the multi-million pound transformation of the Emergency Department at Pilgrim Hospital, Boston. The plans will see the hospital's Emergency Department more than treble in size, have a much bigger resuscitation zone for the sickest patients, have more cubicles in which to treat patients and have a separate area dedicated to providing emergency care for the hospital's youngest patients and their families. The development is due to be complete by 2026.

### Lincoln Endoscopy Development

We are moving forward with our plans for a brand new £18.9 million Endoscopy Unit and Urology Investigation Suite (UIS) at Lincoln County Hospital. The new unit will provide state-of-the-art facilities, innovative pod building system within endoscopy to provide improved patient dignity and drop-off parking for patients undergoing procedures.



### Electronic Patient Record (EPR)

Approval has been received for the Trust to move towards an Electronic Patient Record (EPR). This is a great step forward for the Trust, as a fully integrated patient record will help to improve staff and patient experience, as well as meeting the national ambition to revolutionise how information is captured and stored to provide better joined-up care. The EPR will transform how we provide care, by electronically storing patient information - making communication between patients and staff much simpler. Additionally, it will introduce time-saving features making it easier to deliver safer, more personalised care for our patients.

### Electronic Prescribing and Medicines Administration (EPMA)

This has now successfully been rolled out across the Trust. It is an electronic prescribing solution which replaces paper drugs charts and links ward activities with the pharmacy department digitally. It will help to improve efficiency, care quality and patient safety, as time previously used for transcriptions can now be put into patient care and unnecessary travelling to the ward is avoided by remote prescribing.

### Community Diagnostic Centres (CDCs)

The Trust has successfully opened a Community Diagnostic Centre (CDC) in Grantham, which offers x-ray, ultrasound and now MRI services. Further CDCs are also in development for Lincoln and Skegness, with the aim of significantly increasing diagnostic capacity across Lincolnshire, supporting the delivery of treatments for cancer, cardiovascular disease, and stroke.

### Award for Support of Overseas Recruits

The Trust has achieved the NHS Pastoral Care Quality Award in recognition of best practice care for staff recruited and onboarded from overseas. Over the last three years, in excess of 780 internationally educated nurses have joined ULHT across 42 cohorts from countries around the world including India, Japan, Malta, Philippines, Jamaica and more. To achieve the award, Trusts are assessed against a set of standards for pastoral care developed by international recruitment leads and international nursing and midwifery associations.

### Gold Award in Defence Employer Recognition Scheme

In 2023, the Trust received the Gold Award as part of the Defence Employer Recognition Scheme. This represents the Ministry of Defence's highest accolade for employers. This honour recognises organisations which proactively demonstrate their forces-friendly credentials as part of their recruiting and selection processes. They also, amongst other policies, provide reserves within their workforce with at least ten days of additional paid leave for training.

**11. Consultation**

This is not a consultation item.

**12. Conclusion**

The Committee is requested to consider the update.

**13. Background Papers**

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

This report was written by Anna Richards, Associate Director of Communications and Engagement ULHT