

Agenda Item 8

		THE HEALTH SCRUTINY COMMITTEE FOR LINCOLNSHIRE	
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 North West Anglia NHS Foundation Trust

Report to	Health Scrutiny Committee for Lincolnshire
Date:	17 January 2018
Subject:	Update on Developments at North West Anglia NHS Foundation Trust

Summary:

The purpose of this report is to provide an update to the Health Scrutiny Committee for Lincolnshire on key areas of development at the North West Anglia NHS Foundation Trust since its formation on 1 April 2017.

Actions Required:

To consider and comment on the information in the report.

1. Background

The purpose of this report is to provide an update to the Health Scrutiny Committee for Lincolnshire on the key areas of development at North West Anglia NHS Foundation Trust, which oversees the running of Stamford and Rutland Hospital, Peterborough City Hospital (PCH) and Hinchingsbrooke Hospital in Huntingdon.

Stamford and Rutland Hospital

North West Anglia NHS Foundation Trust employs approximately 180 staff at Stamford and Rutland Hospital. Recent redevelopment work has strengthened the services that are provided from the site.

This comprises:

- John Van Geest Ward – 22-bed inpatient ward which provides medical care for the elderly plus in patient therapies
- Greenwood Day Case ward – provides local anaesthetic procedures for pain, urology, dermatology, plastics and orthopaedics patients
- Outpatients Clinics – Consultant-led clinics for Plastics, dermatology, ophthalmology, orthopaedics, paediatrics, gynaecology, pain management, cardiology, respiratory, general surgery, ante natal, colorectal, audiology, ENT, Lymphoedema, paediatric orthopaedics, endocrinology, general medicine, older persons medicine, palliative care, podiatry, orthotics.
- Phlebotomy services
- Minor Injuries Unit
- Pain Management Department
- Outpatient therapies
- Diagnostic imaging including ultrasound, MRI, plain X-ray

The Trust's imaging booking office is also based at Stamford Hospital as well as the Legal Services Department. There are also administrative services on site.

Stamford Hospital was rated Good by the CQC in its last inspection in May 2014. Peterborough City Hospital was also rated Good in its last CQC inspection in July 2015. A CQC inspection is anticipated shortly to review our hospitals since the merger with Hinchingbrooke Health Care NHS Trust in April 2017.

Stamford and Rutland Hospital Redevelopment Completed

The project to redevelop Stamford and Rutland Hospital was completed, on schedule, in July 2017.

This project has seen many improvements to patient services – not least of all bringing a permanent MRI scanner in a purpose-built unit to the site. This was up and running in early February 2017 and has been busy ever since. The Trust's imaging team are delivering their service on Monday to Friday from 7.30am to 8pm and moved to a seven-day service as demand grew. We are grateful to The Friends of Stamford Hospital which donated £10,000 towards trolleys and transport chairs for our MRI patients.

In addition, the redevelopment has facilitated new phlebotomy, lymphoedema and chemotherapy suites, and provided a new, dedicated department for the pain management team, plus an upgraded department for Therapy Services.

Feedback from patients and visitors has been very positive, more of whom are able to access services at their local hospital rather than travelling further afield to Peterborough.

We celebrated the completion of the redevelopment in October 2017 with an Open Day which was attended by 400 local people over a five hour period.

Trust Performance Against Key Targets

Since our hospitals merged in April 2017 there has been no evidence of negative impact upon performance against key targets as a result of bringing our hospitals together.

As of the latest figures (Nov 2017), our Trust is achieving 8 out of the 10 cancer care targets. The two areas where we are falling marginally short of the standard are in 62-day screening and 62-day from referral to the first treatment. Actions are being taken to address this across both PCH and Hinchingsbrooke Hospitals.

Our performance against the four-hour waiting time standard for emergency care patients is, like many other Trusts across the country, falling short of the 95% target. In November 2017 the Trust recorded 78.28% of patients seen and treated, or admitted/discharged within four hours across its two A&E departments and the Minor Injuries Unit at Stamford and Rutland Hospital.

2. Update on Key Developments

Organisational update since the formation of our Trust on 1 April 2017

As the Committee will be aware, following consultation on the business case to merge Hinchingsbrooke Health Care NHS Trust and Peterborough and Stamford Hospitals NHS Foundation Trust, formal approval was granted and the North West Anglia NHS Foundation Trust was formed on the 1 April 2017.

Due to Hinchingsbrooke's status as an NHS Trust, the merger took the form of an acquisition and all staff from Hinchingsbrooke Hospital were transferred to the new organisation to join those from Peterborough and Stamford Hospitals.

The Board of Directors, including two of the four non-executive directors from Hinchingsbrooke Health Care NHS Trust, has been formed with monthly public board meetings in place. These rotate across the trust's three main sites (Peterborough, Hinchingsbrooke and Stamford).

Elections to the Council of Governors were held prior to the merger and there is membership to represent the areas of Peterborough, Huntingdon and Stamford and the corresponding hospital sites.

Corporate service structures were consulted upon with affected staff prior to the merger, with these structures in place on 1 April 2017. There are plans to achieve £9m savings from the back office functions over three years of which £4m have been achieved, which is ahead of plan. Whilst 81 posts have been removed, only 14 redundancies have occurred to date.

The clinical services structures were deliberately delayed to ensure that these could be safely managed alongside the merger implementation. Three new clinical divisions came into operation on 3 July 2017 replacing the 2 divisions at Hinchingsbrooke and the 4 clinical directorates at Peterborough and Stamford. Appointments were made to the Divisional Director, Divisional General Manager and Divisional Head of Nursing for each division – Emergency & Medicine; Surgery; Family and Integrated Support Services.

This initial work is the start of the merger process – there is an Implementation Board with representation from NHS Improvement and the local CCG to ensure that delivery against the following workstream continues:

- clinical integration
- organisation integration
- estates
- ICT
- finance

Clinical Integration

Services are being maintained on all hospital sites as they were prior to the merger; however work is being undertaken to ensure that the clinical teams across the Trust work to the same pathways and adopt best practice. We are now in the process of finalising clinical leadership so that there will be a single cross-site structure in place to start 2018. We are developing a clinical service strategy for the new, larger Trust, with specific attention being given to the six priority services that were identified in the Full Business Case for Merger:

- stroke
- emergency department
- diagnostic imaging
- cardiology
- respiratory medicine
- clinical haematology

The Committee should note that it is expected that all service changes outlined will be managed in line with the Sustainability and Transformation Plans (STPs) to ensure that this aligns with the strategy for health services across Cambridgeshire and Peterborough, as well as those patients being treated from South Lincolnshire who are part of the Lincolnshire STP.

Workforce Update

The development of our workforce to support our services and patients is key. There is a specific medical recruitment board that has been set up on a short-term basis to improve recruitment processes to ensure that the best staff are attracted to apply and are appointed. In addition a specific focus is being placed on staff grade posts which fall outside the standard consultant career path.

Nurse recruitment and retention is also a key element with focus on attracting nurses as they are on their pathway to graduation as well as consideration of overseas recruitment and the development of nursing associate posts.

As well as recruitment, the Trust also needs to ensure that staff are retained and developed. As part of this work the Trust has recently developed and launched a new set of values based on work previously undertaken across all three sites which links to a new behavioural framework. It is important that all staff are seen to act consistently,

equitably and to high standards with patients, the public and each other. It has been shown by research that staff who are able to work well in teams will also work effectively with patients and improve care. This provision of a set of common values is part of the Trust's overall organisational development plan.

Financial Update

Whilst this has been a year of great change with our merger, the Trust also needs to ensure that it remains within its financial control total.

Following a review by NHS Improvement, it confirmed the board's concerns about an increased underlying deficit at Hinchingsbrooke Hospital.

We remain committed to securing the £9m saving benefit of the merger over the four-year merger implementation programme. This is currently ahead of plan. This saving is in addition to the annual Cost Improvement savings required across the NHS. For this current year North West Anglia NHS Foundation Trust is required to make Cost Improvement Savings of £16m.

Other Service Changes

Whilst not related to the merger, the Trust has agreed a number of service changes to support the provision of services in agreement with the Cambridgeshire and Peterborough CCG:

- from 1 August 2017 the Trust took responsibility for the management of the pathology laboratory at Hinchingsbrooke Hospital which has previously been part of tPP (the Pathology Partnership run by Cambridge University Hospitals NHS Foundation Trust). This has included the TUPE transfer of 36 staff to the Trust.
- from 4 September 2017 the Trust took responsibility for the delivery of the dermatology service at the City Care Centre, Peterborough, outpatient services at Doddington Hospital, the Princess of Wales Hospital in Ely and the radiology services at North Cambridgeshire Hospital in Wisbech. These services were previously provided by Cambridgeshire Community Services.

3. Conclusion

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

4. Consultation

This is not a consultation item.

5. Background Papers

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

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