

Agenda Item 9

		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 NHS Lincolnshire Integrated Care Board

Report to	Health Scrutiny Committee for Lincolnshire
Date:	19 July 2022
Subject:	Lincolnshire Acute Service Review – Urgent & Emergency Care and Acute Medicine Implementation Update

Summary

Following a consultation with the public, on 25 May 2022 the NHS Lincolnshire Clinical Commissioning Group (CCG) Board approved key changes to the configuration of four NHS services:

- orthopaedics
- urgent & emergency care
- acute medicine
- stroke services

The NHS Lincolnshire CCG's decisions on these four services were reported to the Health Scrutiny Committee for Lincolnshire in June 2022.

The purpose of this paper is to provide an update on the implementation of the changes relating to urgent & emergency care; and acute medicine, where the implementation of the changes are being taken forward over three phases of work, two of which are now complete:

- Phase 1: Development of service specifications for the Grantham and District Hospital Urgent Treatment Centre (UTC) and Integrated Community/Acute Medicine service
Complete
- Phase 2: Confirmation of Procurement Approach
Complete

- Phase 3: Implementation of New Services

Phase 1 concluded with two service specifications being approved by the NHS Lincolnshire Integrated Care Board Executive in March 2023.

Phase 2 concluded with a decision by the NHS Lincolnshire ICB Executive in April 2023 that the preferred way forward is for local providers – United Hospitals Lincolnshire NHS Trust (ULHT) and Lincolnshire Community Health Services NHS Trust (LCHS) – to work together to agree how the new services are managed without going to procurement. This decision was reached as it was felt this option best supported the delivery of the benefits to patients of improved clinical outcomes set out in the Pre-Consultation Business Case.

Phase 3 is currently in progress and started with three meetings with ULHT and LCHS to agree a proposal for contracting and implementing the two service specifications. Through these meetings the following approach was agreed:

- Urgent Treatment Centre – Both Trusts agreed that the most appropriate approach would be for ULHT to run the service. However, during the process to develop implementation plans for the service there is a need to review the on-site out of hours provision provided by LCHS to avoid duplication in service offering and ensure services are fully integrated.
- Integrated Community/Acute Medicine Service – It was agreed that all aspects of the service will be delivered through a collaboration between ULHT and LCHS.

A joint team from ULHT and LCHS has now started to develop the detailed implementation plans for the UTC and integrated community/acute medicine service.

Actions Required

To note the content of the report.

1. Background and Context

In August 2017 the leaders of the Lincolnshire health system agreed the need for a review of the current configuration of acute health services in the county, known locally as the Acute Services Review (ASR). The aim of the ASR Programme was defined as a programme to develop a set of recommendations on the optimal configuration of acute hospital services across Lincolnshire to maximize clinical, operational and financial sustainability.

A Pre-Consultation Business Case (PCBC) was completed by the Acute Services Review (ASR) Programme which detailed the work completed and set out the recommendations on the proposed options for service change in four areas: orthopaedics; urgent & emergency care; acute medicine; and stroke.

The PCBC was approved by the NHS Lincolnshire CCG Governing Body on 29 September 2021, and it was agreed to proceed to a period of public consultation on the proposals as set out in the document. The public consultation ran from 30 September to 23 December 2021, and an independent organisation was commissioned to provide an independent analysis and report of the feedback received.

This feedback and the further consideration and evidence compiled following the public consultation in response to it, together with the evidence contained within the PCBC, were brought together into a Decision Making Business Case (DMBC) which was put before the NHS Lincolnshire CCG Board for decision. On 25 May 2022, as the consulting authority, the NHS Lincolnshire CCG approved the key changes to the configuration of the NHS services consulted on with the public, which were:

- Orthopaedics
 - Consolidate planned orthopaedic surgery at Grantham and District Hospital, to establish a 'centre of excellence' in Lincolnshire.
 - Establish a dedicated day-case centre at County Hospital Louth for planned orthopaedic surgery.
- Urgent and Emergency Care
 - Grantham and District Hospital A&E Department to become a 24/7 Urgent Treatment Centre (UTC).
- Acute Medicine
 - Develop integrated community/acute medical beds at Grantham and District Hospital, in place of the current acute medical beds.
- Stroke Services
 - Consolidate hyper-acute and acute stroke services on the Lincoln County Hospital site, supported by an enhanced community stroke rehabilitation service.

The NHS Lincolnshire CCG's decisions on these four services were reported to the Health Scrutiny Committee for Lincolnshire in June 2022.

2. Implementation Oversight Group (IOG)

Following approval by the NHS Lincolnshire CCG to the changes to four NHS services consulted on with the public, an Acute Services Review (ASR) Implementation Oversight Group (IOG) was established.

The ASR IOG is a time limited group that has been established to provide day to day health system leadership and oversight of the implementation of the service changes set out in the Pre Consultation Decision Making Business Case (PCBC) and Decision Making Business Case (DMBC) relating to four Lincolnshire NHS Services (Orthopaedics, UEC, Acute Medicine, Stroke). It comprises of a core membership drawn from across the health care commissioners and providers. As required by the matters under consideration, relevant service implementation group leads are invited to attend the IOG to discuss progress. For

each of the four service change proposals there are dedicated implementation groups to ensure the changes are embedded and delivered, these report into the IOG.

3. Urgent & Emergency Care and Acute Medicine

Following approval of the proposals for urgent & emergency care and acute medicine services by the NHS Lincolnshire CCG Board, the implementation of the changes are being taken forward over three phases of work, two of which are now complete:

- Phase 1: Development of Service Specifications for the Grantham and District Hospital Urgent Treatment Centre (UTC) and Integrated Community/Acute Medicine service
Complete
- Phase 2: Confirmation of Procurement Approach
Complete
- Phase 3: Implementation of New Services

Phase 1 – Service Specifications

Due to the clinical interdependencies between the Grantham and District Hospital UTC and the integrated community/acute medicine service, a single working group was established to lead on the development of the two service specifications.

Membership of the working group was drawn from clinical subject matter experts from across the health system, a patient representative also sat on the group. The purpose of this group was to bring partners and stakeholders together to inform the specifications for these two services, however responsibility for production of them remained with the NHS Lincolnshire Integrated Care Board (ICB), which inherited the decision-making authority as the CCG ceased to exist on 30 June 2022. The working group met six times to discuss the service specifications.

Following the initial drafting of the two service specification by the working group, a sub-group of the ICB Executive was established to review, consider and finalise them. This ICB Executive sub-group was made up of the Interim Medical Director, Director of Nursing, Director of System Delivery and Director of Strategic Planning, Integration and Partnership plus the ICB Board Partner Member Primary Medical Services. This group met three times to discuss the service specifications. The two service specification were approved by the NHS Lincolnshire ICB Executive in March 2023.

Phases 2 – Procurement Requirements

Following approval of the two service specifications consideration was given to the appropriate procurement route to move the implementation of them forward, including whether the ICB should undertake a competitive procurement process to select a provider or providers to hold the contract for the services.

This consideration was underpinned by a procurement options paper, which was led by a sub-group of the ICB Executive ahead of them making a recommendation to the full ICB Executive.

It was agreed by the ICB Executive, as commissioner, in April 2023, that the preferred way forward is for local providers – ULHT and LCHS – to work together to agree how the new services are best delivered by them without going to formal procurement. This decision was reached as it was felt this option best supported the delivery of the benefits to patients of improved clinical outcomes set out in the Pre-Consultation Business Case.

Phase 3 – Implementation

Following the decision by the ICB Executive on procurement, three meetings were held with ULHT and LCHS to agree a proposal for contracting and implementation of the two service specifications. Through these meetings the following approach was agreed:

- Urgent Treatment Centre (UTC) – Both Trusts agreed that the most appropriate approach would be a direct award to ULHT to run the services. However, during the process to develop implementation plans for the service there is a need to review the onsite out of hours provision provided by LCHS to avoid duplication in service offering.
- Integrated Community/Acute Medicine Service – It was agreed that all aspects of the service will be delivered through a collaboration between ULHT and LCHS.

A joint team from ULHT and LCHS has now started to develop the detailed implementation plans for the UTC and Integrated Community/Acute Medicine Service.

6. Consultation

The Committee approved its response to the consultation on the Lincolnshire Acute Services Review on 19 January 2022, following consideration of the various elements of the review at three meetings during the autumn and early winter of 2021: 13 October, 10 November and 15 December.

On 15 June 2022, the Committee considered a response on the decision made by the former NHS Lincolnshire CCG on 25 May 2022. From this point, the Committee has focused on the service specification, procurement and implementation phases of the acute services review, with the first update presented to the Committee on 14 December 2022, on all four elements of the review. This item is focusing on the implementation of two of the four elements of the review.

7. 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 Pete Burnett, Director of Strategic Planning, Integration and Partnerships NHS Lincolnshire Integrated Care Board.

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