

Agenda Item 6

 <p>Lincolnshire COUNTY COUNCIL <i>Working for a better future</i></p>		<p>THE HEALTH SCRUTINY COMMITTEE FOR LINCOLNSHIRE</p>	
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:	8 November 2023
Subject:	Lincolnshire Acute Service Review – Orthopaedics and Stroke Services Implementation Update

Summary

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

- Orthopaedics
- Urgent & Emergency Care
- Acute Medicine
- Stroke Services

The decisions made by the NHS Lincolnshire CCG (now the NHS Lincolnshire Integrated Care Board (ICB)) were reported to the Lincolnshire Health Scrutiny Committee in June 2022.

At the time of reporting these decisions, the Lincolnshire Health Scrutiny Committee requested updates on the implementation of the service changes.

The purpose of this paper is to provide an update on the implementation of the changes relating to Orthopaedics and Stroke Services. This is the second implementation report to the Health Scrutiny Committee for these two service changes, the first being in December 2022.

Actions Required

That the update on the implementation of the changes relating to Orthopaedics and Stroke Services be received.

1. Orthopaedics

Prior to the NHS Lincolnshire CCG approving the proposed changes to Orthopaedics services, they had been in place under 'pilot' arrangements since 2018 with the creation of the Orthopaedic Elective Hub, initiated by Getting It Right First Time (GIRFT), a national clinical Improvement Programme working with NHS Trusts to improve patient outcomes and experience.

Following the approval by the NHS Lincolnshire CCG Board in May 2022, ULHT have continued to embed and expand the 'pilot' arrangements to create a regional hub that has supported other NHS organisations with their Orthopaedic backlogs where patients have been willing to travel. In recognition of the fantastic achievements of the Orthopaedic Elective Hub GIRFT have now endorsed this accreditation further to include all Specialties awarding Grantham Elective Surgery Hub status, one of only 17 hospitals with this accreditation in the country. The whole team and indeed ULHT are immensely proud of accolade.

The Ward at Grantham Elective Surgical Hub was awarded the Bronze Diamond Quality Award in July 2022, in April 2023 the Ward achieved the Silver Diamond Quality Award, the only ward in United Lincolnshire Hospitals Trust to achieve this standard and is currently working towards the Gold Diamond Quality standard. The awards are extremely difficult and challenging to achieve and are a reflection of the standards of patient safety, ensuring all patients have a positive experience, enhanced professionalism with improved clinical leadership by those closest to our patients. The ward continues to achieve a 5-star rating for cleanliness.

Performance

A key consideration of the NHS Lincolnshire CCG Board when considering the proposed changes to Orthopaedic services was the performance of the 'pilot' arrangements.

The positive benefits of these in terms of patient outcomes and experience were set out in the Pre-Consultation Business Case and considered further through the Decision-Making Business Case.

As part of making the changes permanent a set of indicators have been agreed to monitor performance, including patient satisfaction. Since the approval of the Orthopaedic changes the service has continued to perform extremely well against these indicators. For example:

- January to June 2023 – length of stay (1.9 days) for Orthopaedic Elective admissions provided by ULHT was almost a day less compared to the average at peer hospital trusts. This in part is due to the day case hip replacement service provided from Grantham and District Hospital. Prior to the Orthopaedic pilot commencing the length of stay at ULHT was around a day higher than the benchmark value (3.5-3.9 days).
- June 2022 – ULHT became one of only a select few of hospital trusts in the country able to carry out the specialist SuperPath keyhole procedure. This surgery takes place at Grantham and District Hospital and means patients in need of hip replacements can have both hips replaced at the same time. This results in a significantly quicker recovery and shorter hospital stay.

- September 2022 – Referral time to treatment (RTT) performance for United Lincolnshire Hospitals NHS Trust (ULHT) was ranked 1st in terms of performance against its peer hospital trusts and 7th out of all 132 NHS Trusts.
- March 2023 - GIRFT accredited Elective Hub status.

Patient experience remains very positive, and the service receives many cards, comments and compliments from its patients:

- *“Recently, I was admitted to Grantham Hospital in Lincolnshire, to undergo surgery for a full left hip replacement after several years of extreme discomfort. I wish to extend my sincere thanks to all the staff on Ward 1 for their kindness and professionalism, right from the first moment that I was admitted. I was given a friendly and welcoming introduction by each team member before each stage of my care. During the morning my allocated Consultant Surgeon and Consultant Anesthetist went through my circumstances in great detail. Questions were put clearly and concisely in order to ensure that the team were fully aware of any potential complications. Adequate time was also given to allow me to ask my own questions and to offer further information that might have been helpful. When I was taken down for surgery in the afternoon, I was introduced to each member of my anaesthetics team. Again, they were extremely friendly, reassuring and thorough in explaining the various aspects of the procedure I was about to undergo. The operation itself went very smoothly, and my post-operation radiography and care was of the same high standard. The duty staff on Ward 1 that night were very kind, thorough and supportive, going above and beyond when I needed some assistance in the early hours. Their kindness and collective endeavors on my behalf were very reassuring. After working very long hours, all of the people that I met at Grantham Hospital were kind, friendly and extremely professional. They all went out of their way to calm, reassure and support me at every stage of my stay there - even down to managing how I climbed.”*
- *“Going to hospital is generally something we all dread. The Nurses, staff and Doctors that provided my treatment on wards 1 and 2 were first rate. Nothing was too much trouble, more difficult requests that were going to take time were explained and generally achieved quicker than suggested. I wish I could remember everyone's name as they all deserve a mention and applause. The Reception team, the Theatre staff, the Doctors in anaesthetics who explained all my options and in the surgeons, and theatre team who fixed me. The recovery team, the night staff but I have to say Shelley the nurse looking after my bay was incredible and a role model in my opinion. She explained everything and realized we were nervous, helping us all with*

just the right amount of attention and support. A real professional. Thank you so much."

- *"I recently had total knee replacement surgery at the Grantham Hospital Surgical Unit. From admission to discharge, the experience was professional and well organised. All of the staff with whom I had contact at all stages of the process - physiotherapists, occupational therapist, nurses, surgical theatre staff, anaesthetist - were very professional but also friendly and warm in the way that information was presented and requests dealt with. Nothing was too much trouble. Although a relatively minor element given the short period on the ward at all of the meal times, the food was very good and again the staff really helpful and friendly"*

Access

As part of developing the change proposals for Orthopaedic services it was agreed outpatient clinics would remain across all sites they are currently provided from, and eConsultation and video consultation would be used to support improved access. Following approval to proceed with the changes Orthopaedic outpatient clinics have remained across all sites and whilst all new patients need to be seen face to face to assess treatment options, with follow up appointments being offered virtually or when initiated by the patient.

The flexibility of outpatient slots at Grantham and District Hospital allows for availability of daily dedicated new fracture appointments whilst minimizing potential inefficiencies of wasted slots in the absence of fracture patients requiring appointments. However, some Orthopaedic specialisms remain solely on one site to ensure the best clinical care for patients.

To support a reduction in the number of face-to-face pre-operative assessments occurring on hospital sites, since the approval of the Orthopaedic changes ULHT have implemented a traffic light pre assessment process which is initially telephone led for the convenience of patients and only those who need a face-to-face appointment with a nurse or Consultant Anaesthetist need to travel.

From January 2023 to September 2023 Grantham and District Hospital delivered 1110 elective Orthopaedic procedures to patients. The wait time for surgery at Grantham can often be of a shorter wait time and many patients are willing to travel who live slightly further afield to the Grantham area.

In January 2021 seven Level 1 enhanced care beds were introduced onto the ward in a dedicated area following additional extensive training of the existing ward staff. Level 1 beds allow the ward to care for patients who have more complex care needs. This improvement has enabled Grantham Elective Surgical Hub to provide services and surgeries to a broader population who otherwise could have only received their surgery at Lincoln County Hospital or Pilgrim Hospital.

Patients continue to be able to access and use transport support services in line with the pan Lincolnshire criteria. During 2023 no Orthopaedic surgery at Grantham and District Hospital was cancelled due to transport issues.

Since the Orthopaedic pilot started in 2018 only three patients have required a post-operative transfer from Grantham and District Hospital to Lincoln Hospital. All the transfers were clinically appropriate as they required specialist care, however the complexity post-surgery requiring intervention from other specialties was not as a direct result of their Orthopaedic Surgery (e.g., cardiac input was required).

Facilities

In November 2022 two new theatres opened at Grantham and District Hospital at a cost of £5.4m. This demonstrates a significant investment into the hospital and for it to be a centre of excellence for all elective surgery.

This is in addition to around £1m of investment in Grantham and District Hospital between 2020 – 2022 forward and department enhancements.

There is a clear plan for continued improvement works at the hospital including outpatient, inpatient and day-surgery areas as well as diagnostic services. There is also an ambition to support the Net Zero Carbon NHS priority at the site with supporting initiatives being identified.

2. Stroke

Following approval of the proposals for Stroke Services by the NHS Lincolnshire CCG Board, implementation continues to be progressed across two elements:

- Single Lincolnshire Stroke Service
- Estates development at Lincoln County Hospital

Since the decision was made, a joint stroke board has been established and plans are being developed to expand the current provision for stroke patients at Lincoln County Hospital, which will be supported by an enhanced Community Stroke Rehabilitation Team. Monthly meetings are in place for both the overall improvement for stroke services and its accompanying building project at LCH. System partners, the ICS, The Stroke Association and other key partners are represented.

Previous stroke meetings:

ASR public consultation, including public events both f2f and online	30.09.21 – 30.12.21
Formal consultation outcome and release of Decision making Business Case	19.05.22
ICB & ULHT meeting to discuss Stroke ASR	05.09.22
Stroke Project meetings commenced (fortnightly)	20.09.22
Business Case Workshop 1	11.10.22
Clinical Service Model meeting LCH	08.11.22
Clinical Service Model meeting PHB	25.11.22
Lincolnshire Stroke meeting (Sleaford)	(07.12.23 – canx due to operational pressures) 18.01.23
SSNAP performance working group commences (quarterly)	20.03.23
Monthly Stoke Board meetings commence	21.03.23
Stroke perfect week model agreed - Presented	10.05.23 & 15.05.23
Stroke perfect week TIA one-Stop project group initial meeting (several subsequent meetings)	18.05.23
Stroke perfect week therapy planning T&F group commences (several subsequent meetings)	22.05.23
Stroke 'perfect/focus week' planned to occur	w/c 13.06.23 (canx due to Jr Drs Strike) w/c 11.07.23 (50% to go ahead, second half to be re-arranged as cannot proceed during strike)

In addition, the system group has held two virtual workshops to seek improvements in the stroke pathway and an extended Multi-disciplinary meeting was held on the LCH stroke ward. This included the ICS clinical lead and the MD from LCHS. The next stage will be a face-to-face workshop for all parties to set out an improved integrated stroke pathway. Delays and improvement requirements were noted in both the acute phase of care and beyond with clear need for patients to be progressed at pace outside of the acute ward.

Work has started to bring together much closer working between clinical teams across the ICS with therapy team advertising joint system posts for the first time. This will allow for therapy teams to follow patients in their care and attract more staff with variable, enhanced roles.

We have now implemented some of these changes, which will also help with ongoing staffing challenges, which are reflected nationally and were identified as part of the public consultation. With the loss of 2 locum consultants, we had to bring forward the implementation of changes to have a single stroke service and close the stroke ward in Pilgrim hospital in order to prioritise patient safety in the service (this was done with agreement with our ICB and system partners).

Since 4 September 2023, all new patients suffering a stroke in the county and needing acute specialist care, including acute rehabilitation, are taken to Lincoln County Hospital. Outpatient appointments linked to the stroke service continue to be held at Pilgrim hospital, including three days of TIA (transient ischaemic attack) clinics each week. This will ensure that our patients can continue to access their ongoing care closer to home.

Presently the stroke ward has medical outliers on it until we complete the planned staff consultation and closes. This is projected to take another month before we can start closing the ward.

In summary LCH has the consolidated stroke services in place and work continues to reduce the current 18-day LOS to the required 10 day. This will be delivered by the improved complete integrated stroke pathway.

Our Stroke Board (which is attended by clinical leaders from across the health and social care system in the county), continues to work through the best approach to implementing the remainder of the service proposal within the ASR public consultation.

Plans for the multi-million-pound development at Lincoln County Hospital (LCH) are now being developed and will see the unit increase with seven additional beds, bringing the overall total on the ward to 35 beds. The plan is to build an extension at the back of the current Stroke Unit, and we are now looking to appoint architects to design the build. The planned build work at LCH is due to start on September 2024 and is anticipated to be completed a year later.

3. 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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