

Board of Directors Cover Sheet

Subject:	Newark Strategy Quarterly Board Update April 2018 (Q4)	Date: April 2018		
Prepared By:	Anthony Rosevear, Assistant Chief Operating Officer			
Approved By:	Peter Wozencroft, Director of Strategic Planning & Commercial Development			
Presented By:	Anthony Rosevear, Assistant Chief Operating Officer			
Purpose				
Describes progress made in implementing the strategy for Newark along with the actions being taken to further improve patient experience and bring care closer to home, while improving Newark Hospital's quality, access and financial performance.			Decision	
			Approval	
			Assurance	X
Strategic Objectives				
To provide outstanding care to our patients	To support each other to do a great job	To inspire excellence	To get the most from our resources	To play a leading role in transforming health and care services
			X	X
Overall Level of Assurance				
	Significant	Sufficient	Limited	None
	X			
Risks/Issues				
Financial	NA			
Patient Impact	NA			
Staff Impact	NA			
Services	NA			
Reputational	NA			
Committees/groups where this item has been presented before				
None Subsequent to Trust Board to be presented at <ul style="list-style-type: none"> Newark Town Council Health Consultative Group 				
Executive Summary				
Local services for Newark patients				
<p>Previously reported analysis of surgical activity undertaken at King's Mill for Newark patients who could have had their procedure at Newark Hospital demonstrated very good performance across specialties in providing surgical care locally at Newark. Opportunity to improve performance was limited to Orthopaedics and an operational plan is in place to improve this from June 2018.</p> <p>It is apparent from the reported performance measures that growing local referral activity may be unrealistic and not aligned to the overall Integrated Care System (ICS) strategy. The surgical activity undertaken at Newark has been impacted by the Procedures of Limited Value (POLV) scheme and community referral triage pathways for Orthopaedics and Ophthalmology.</p>				
Repatriation of activity from other providers				
<p>Market share of activity for surrounding CCGs has increased by 17% during this quarter as a result of marketing activities focused on enhancing GP engagement, increasing the public profile of the hospital, and developing relationships with local media and social media presence. Progress has demonstrated a realistic opportunity to increase market share in bordering CCGs with associated income contribution to the Trust's Financial Improvement Plan, while supporting other providers in</p>				

sustaining services and access performance.

Transfer of activity from King's Mill

Progress has been made in continuing to broaden the range of surgical and medical day case procedures provided safely and appropriately at Newark. This work will continue with confirmed plans to introduce further procedures in Orthopaedics and Rheumatology, and long line care for cancer patients undergoing chemotherapy treatments and patients receiving long term courses of IV antibiotics.

However it is apparent from the reported performance measures that there is opportunity to better utilise Newark capacity which may not be fully exploited by marginal gains in surrounding CCG market share. To fully utilise the capacity available at Newark and take advantage of the opportunity to further support the Trust's quality, access and finance performance transfer of greater pools of appropriate day case activity should be considered at a sub-specialty level.

Going forward the areas of focus will be:

- Collaboration between the Newark management team and divisions to ensure specialties provide Newark and district patients with the opportunity to receive care locally wherever safe and appropriate, with a continued focus on implementation of an operational plan for Orthopaedics
- Continued marketing activities and implementation of outreach clinics focused on growing market share of activity from surrounding CCGs with associated income contributing to the Trust's FIP
- Development of a proposal to consider transferring pools of sub-specialty activity to Newark, to maximise the utilisation of Newark capacity and create King's Mill capacity to support access performance and market share growth