

Newark Strategy Quarterly Board Update

April 2018 (Quarter 4)



The Newark Strategy is our communities shared plan to ensure that local services meet the care needs of the people of Newark.

- Newark Hospital Vision and Strategy, 3 years on (Sep 2016)

Ant Rosevear
Assistant Chief Operating Officer for Newark

1. Introduction

This quarterly paper 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.

2. Objectives

2.1 Quality

Goal	To ensure that local services meet the care needs of the people of Newark and surrounding districts bringing care closer to home and improving patient experience
Measure	Newark Hospital's market share of activity for N&S CCG and a group of five bordering CCGs
Target	To increase market share for elective day case surgical activity for N&S and bordering CCGs by 3% over a 12 month period

2.2 Access

Goal	To improve access to services locally by improving utilisation of Newark, supporting access performance across SFH and other local NHS providers by repatriating activity from other providers and transferring activity from King's Mill
Measure	Outpatients, surgical and medical day case activity , and clinics and theatres utilisation
Target	Continual activity growth, and 90% utilisation of available staffed clinic and theatre list capacity

2.3 Finance

Goal	To improve the financial viability of Newark Hospital and maximise the sites contribution to the SFH Financial Improvement Plan (FIP)
Measure	Delivery against our FIP associated with increased surgical activity and market share targets
Target	Contribution to the 18/19 FIP of £222k based on a 3% market share increase

3. Performance measures and key findings

3.1 Market share

We use Healthcare Evaluation Data (HED) to track surgical day case market share performance with a target of 3% increase over 12 months (Oct 17–Sep 18) against a baseline period for three groups of referring GP Practices:

- a. Target Practices with recent market share loss, low market share or geographically located equidistant to other providers
- b. Newark & Sherwood CCG
- c. 5 surrounding CCGs

The table on the next page illustrates the Newark Hospital elective day case market share for the most recent data available (Q3 17/18) with a baseline comparison. Key findings include:

- 32% increase in market share for the Target Practices group with >3% increase target achieved (shift from 23.1% to 30.6%)
- Market share for the N&S CCG group remains in status quo with 35% increase for Orthopaedics
- Market share of Ophthalmology activity has decreased during this period associated with introduction of a community referral triage pathway and lack of specialty capacity

- 17% increase in market share for the surrounding CCGs group with 0.8% increase towards 3% target (shift from 4.6% to 5.4%)

KPI Measure: Newark Hospital Elective Daycase Market Share

12 Target GP Practices

Specialty	Qtr 1 & 2 17/18	Quarter 3 17/18				Quarter 4 17/18				% change from baseline		Position against Target	
	Baseline Average	Oct-17	Nov-17	Dec-17	Average Qtr 3	Jan-18	Feb-18	Mar-18	Average Qtr 4	Q3 17/18	Q4 17/18	Target	Recent Qtr
Breast Surgery	0.0%	50.0%	0.0%	0.0%	16.7%	Data only available 3 months in arrears				↑ 17%		3.0%	● 16.7%
Ophthalmology	25.9%	34.4%	27.5%	15.8%	25.9%					↓ 0%		28.9%	● 25.9%
Orthopaedics	15.2%	30.0%	21.9%	20.5%	24.1%					↑ 59%		18.2%	● 24.1%
Urology	28.3%	33.8%	31.8%	46.9%	37.5%					↑ 33%		31.3%	● 37.5%
Total	23.1%	37.1%	27.1%	27.7%	30.6%					↑ 32%		26.1%	● 30.6%

Newark & Sherwood CCG

Specialty	Qtr 1 & 2 17/18	Quarter 3 17/18				Quarter 4 17/18				% change from baseline		Position against Target	
	Baseline Average	Oct-17	Nov-17	Dec-17	Average Qtr 3	Jan-18	Feb-18	Mar-18	Average Qtr 4	Q3 17/18	Q4 17/18	Target	Recent Qtr
Breast Surgery	0.0%	60.0%	0.0%	33.3%	31.1%					↑ 31%		50.0%	● 31.1%
Ophthalmology	45.0%	59.6%	37.9%	28.6%	42.0%					↓ 7%		48.0%	● 42.0%
Orthopaedics	25.1%	42.2%	29.1%	30.3%	33.8%					↑ 35%		28.1%	● 33.8%
Urology	44.5%	44.8%	40.3%	48.5%	44.5%					↓ 0%		47.5%	● 44.5%
Total	38.2%	51.7%	35.7%	35.1%	37.9%					↓ 1%		41.2%	● 37.9%

Surrounding CCG's

Specialty	Qtr 1 & 2 17/18	Quarter 3 17/18				Quarter 4 17/18				% change from baseline		Position against Target	
	Baseline Average	Oct-17	Nov-17	Dec-17	Average Qtr 3	Jan-18	Feb-18	Mar-18	Average Qtr 4	Q3 17/18	Q4 17/18	Target	Recent Qtr
Breast Surgery	0.0%	0.0%	0.0%	0.0%	0.0%					↔ 0%		N/A	● 0.0%
Ophthalmology	1.0%	1.2%	1.0%	0.2%	0.8%					↓ 20%		4.0%	● 0.8%
Orthopaedics	1.7%	1.5%	2.5%	1.8%	1.9%					↑ 14%		4.7%	● 1.9%
Urology	11.1%	14.8%	9.9%	15.3%	13.3%					↑ 20%		14.1%	● 13.3%
Total	4.6%	5.8%	4.5%	5.8%	5.4%					↑ 17%		7.6%	● 5.4%

Table 1: Newark Hospital elective surgical day case market share for selected specialties and GP Practices (Source: Healthcare Evaluation Data (HED))

3.2 Activity

Activity and trends for Newark outpatient appointment attendances, surgical and medical day case procedures are monitored via weekly and quarterly reports.

Key findings include:

- 7.4% increase in outpatient new attendance activity for 17/18 compared to the previous year
- 7.2% decrease in surgical day case activity for 17/18 compared to the previous year
- Medical day case activity for 17/18 statistically unchanged compared to previous year

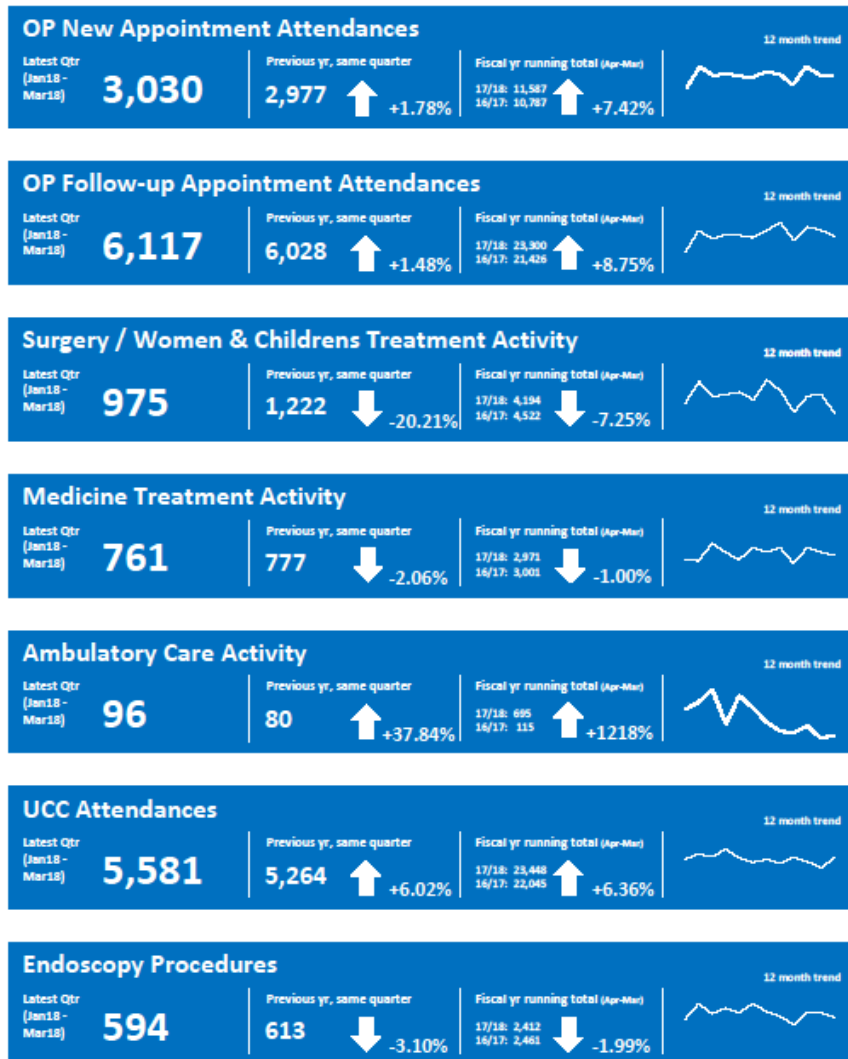


Table 2: Newark Hospital activity quarterly report (Source: Multiple data sources compiled by SFH Data Analysts)

3.3 Utilisation

Utilisation of Newark Hospital outpatients, theatres and minor operations suite capacity is monitored via a monthly Newark Scorecard report and the Theatre Dashboard.

Key findings include:

- Outpatients capacity utilisation remains statistically unchanged at 87-91%
- Theatre and minor operations suite capacity is not fully utilised with opportunity to undertake significantly more surgical activity at Newark


KPI	UNIT	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Target	Trend
Outpatient Clinic Utilisation Rate	%	85.68%	87.84%	88.32%	90.82%	89.70%	86.51%	90.50%	89.48%	87.28%	87.65%	88.41%	90.0%	

Table 3: Outpatient clinic utilisation rate (Source: Newark Scorecard)





KPI	UNIT	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Target	Trend
Total Theatre Lists	Number	50	45	29	47	51	55	
Utilisation of total Theatre capacity	%	80.6%	72.6%	46.8%	75.8%	82.2%	90.0%	
Total Minor Ops Suite Lists	Number	10	12	9	10	14	19	
Utilisation of total minor ops suite capacity	%	52.6%	63.1%	47.4%	52.6%	73.7%	90.0%	

Table 4: Theatre and Minor Operations Suite utilisation rate of total capacity (Source: Newark Scorecard)*

- This table illustrates the utilisation of total capacity available within the two theatres and minor operations suite at Newark Hospital. This information is different to the 'in session' utilisation information presented in the Theatre Dashboard which reports the utilisation of time available within scheduled sessions.

3.4 Financial Improvement Plan

- Increased surgical day case activity delivered a contribution of £31k to the Trust's 2017/18 FIP
- Planning for 2018/19 based on market share increase objectives has established a target FIP contribution of £222k FYE

The target contribution to the Trust's 2018/19 Financial Improvement Plan (FIP) for this programme is £222k FYE which is based on a 3% increase in Newark Hospital's surgical activity market share for Newark & Sherwood CCG and bordering CCGs. Opportunity to further increase this contribution is dependent on achievement of a higher level of market share increase and/or reduction of assumed marginal costs (currently estimated at 30-35%). Performance will be monitored through the Theatres Work Stream.

Newark Hospital	Baseline				3% Market Share Increase				Income Increase		Expenditure Estimate		Contribution (FIP)
	Market Share	2017/18 April- Dec	2017/18 FYE	2017/18 FYE	Market Share	2017/18 April- Dec	2017/18 FYE	2017/18 FYE	Activity	Income (Av. Tariff)	%	£	£
Specialty	%	Activity	Activity	Income (Av. Tariff)	%	Activity	Activity	Income (Av. Tariff)	Activity	Income (Av. Tariff)	%	£	£
Ophthalmology	45.0%	296	395	£264,004	48.0%	316	421	281,612	26	£17,608	30.0%	(£5,282)	£12,326
Urology	44.5%	315	420	£247,792	47.5%	336	448	264,500	28	£16,709	30.0%	(£5,013)	£11,696
Orthopaedics	32.1%	191	255	£377,661	35.1%	209	278	412,956	24	£35,295	35.0%	(£12,353)	£22,942
Total		802	1,069	£889,456		861	1,148	£959,068	78	£69,612		(£22,648)	£46,964

Table 5: N&S CCG surgical market share 2018/19 FIP

Newark Hospital	Baseline				3% Market Share Increase				Income Increase		Expenditure Estimate		Contribution (FIP)
	Market Share	2017/18 April- Dec	2017/18 FYE	2017/18 FYE	Market Share	2017/18 April- Dec	2017/18 FYE	2017/18 FYE	Activity	Income (Av. Tariff)	%	£	£
Specialty	%	Activity	Activity	Income (Av. Tariff)	%	Activity	Activity	Income (Av. Tariff)	Activity	Income (Av. Tariff)	%	£	£
Ophthalmology	1.0%	38	50	£33,542	4.0%	155	207	138,361	157	£104,819	30.0%	(£31,446)	£73,373
Urology	11.9%	89	119	£69,999	14.9%	111	149	87,675	30	£17,676	30.0%	(£5,303)	£12,373
Orthopaedics	2.1%	65	86	£128,239	5.1%	158	211	313,199	125	£184,960	35.0%	(£64,736)	£120,224
Total		191	255	£231,779		425	567	£539,234	311	£307,455		(£101,485)	£205,971

Table 6: Bordering CCGs surgical market share 2018/19 FIP

4. Interpretation and Actions

4.1 Local services for Newark patients

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.

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.

4.2 Repatriation of activity from other providers

Market share of activity for surrounding CCGs has increased 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 sustaining services and access performance.

4.3 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