

**Board of Directors,**

<b>Subject:</b>	Newark Hospital Update Report	<b>Date: June 2017</b>		
<b>Prepared By:</b>	Sam Clarkson, Performance and Business Intelligence Analyst Ant Rosevear, Assistant Chief Operating Officer for Newark			
<b>Approved By:</b>	Peter Wozencroft, Director of Strategic Planning and Commercial Development			
<b>Presented By:</b>	As above			
<b>Purpose</b>				
To provide an update to the Board on progress against the implementation of the strategy and vision for Newark Hospital			<b>Decision</b>	
			<b>Approval</b>	
			<b>Assurance</b>	X
<b>Strategic Objectives</b>				
<b>To provide outstanding care to our patients</b>	<b>To support each other to do a great job</b>	<b>To inspire excellence</b>	<b>To get the most from our resources</b>	<b>To play a leading role in transforming health and care services</b>
				X
<b>Overall Level of Assurance</b>				
	<b>Significant</b>	<b>Sufficient</b>	<b>Limited</b>	<b>None</b>
	X			
<b>Risks/Issues</b>				
<b>Financial</b>				
<b>Patient Impact</b>				
<b>Staff Impact</b>				
<b>Services</b>				
<b>Reputational</b>				
<b>Committees/groups where this item has been presented before</b>				
Executive Team 14/6/17				
<b>Executive Summary</b>				
<p>This quarterly report provides the Board with an update on progress against the implementation of the strategy and vision for Newark Hospital and level of assurance that delivery is on track and any risks or issues are identified, assessed and mitigated.</p> <p><b>Background</b> In October 2015 the Newark Healthy Communities Partnership Group (NHCPG) was established as a multi-stakeholder reference group to oversee a renewed focus on the purpose and direction of Newark Hospital and health and social care for Newark and Sherwood residents as a whole. The refreshed strategy was described in the '<i>Newark Hospital Vision and Strategy, 3 years on</i>' (Sept 2016) and is now outlined within the emerging SFH Trust Strategic Priorities.</p>				
<div style="background-color: #4F81BD; color: white; padding: 5px;"><b>STRATEGIC PRIORITY 5</b></div> <div style="background-color: #ADD8E6; padding: 5px;">To play a leading role in transforming local health and care services</div> <div style="background-color: #ADD8E6; padding: 5px;"><b>PROGRAMME</b> Implementation of the Newark Strategy</div> <div style="background-color: #ADD8E6; padding: 5px;"><b>PURPOSE</b> To provide the broadest possible range of safe and sustainable local services for the people of Newark and the surrounding districts, to avoid them having to travel to other hospitals where possible</div>				

The specific conclusions from the strategy refresh were to focus on three key areas in the hospital as follows:

**Urgent Care**

*Strategic vision: To create a primary care led model for urgent care at Newark delivering a single streamlined service with an integrated clinical workforce, including GPs and ANP/ENP roles to deliver a minor illness service in addition to minor injuries.*

The Urgent Care Centre continues to support the Trust’s achievement of the 4 hour standard seeing a 16/17 5% growth in attendances and delivering an average of 99.12% against the target.

Co-location of the NEMS GP out of hours service within the Urgent Care Centre has brought primary and secondary care services closer together. However the commissioned front door model does not support integrated working and is acknowledged to require review to better realise clinical care and efficiency benefits.

The vision for a primary care led, advanced nurse practitioner delivered Urgent Care Centre workforce model has been described in the Project Initiation Documents (PID) supporting CCG 17/18 QIPP schemes presented to the Trust in April 2017 with delivery anticipated from August 2017. This scheme is being driven through the Better Together Mid-Notts Alliance Programme Delivery Plan.

Four ambulatory care pathways have been embedded significantly reducing the number of patients requiring transfer to Kings Mill Hospital.

Next steps include:

- Development of further ambulatory care pathways such as renal colic will be achieved in the next quarter
- Advanced/emergency nurse practitioner workforce modelling including capacity, skill set and training requirements will be developed in the next two months
- Options appraisal for further integration of the Urgent Care Centre with primary care will be advanced in collaboration with GP colleagues using the Newark & Sherwood Primary Care Hub as a vehicle
- Implications of the NHS England ‘*UEC Delivery Plan*’ (April 2017) which describes planned national roll out of a standard offer for ‘Urgent Treatment Centres’ to be brought to the Alliance Programme Delivery Board for consideration

**Bed Utilisation**

*Strategic vision: To develop an inpatient bed utilisation model that is flexible with rehabilitation and reablement as its primary focus, aimed at reducing sub-acute medical activity in line with existing and emerging models of care within surrounding acute hospitals and community services.*

The vision for Newark Hospital bed reconfiguration has been described in the Project Initiation Documents (PID) supporting CCG 17/18 QIPP schemes presented to the Trust in April 2017 with delivery anticipated from October 2017. The proposal suggests a reduced sub-acute bed stock enabled through Kings Mill Hospital length of stay reduction and an increase in community pathways including development of an Intensive Home Service in Newark and Sherwood. This scheme is being driven through the Better Together Mid-Notts Alliance Programme Delivery Plan.

Next steps include:

- Initiation of a project group led by SFH with a brief to develop a proposal for a Newark Hospital inpatient bed model supported by clear evidence and identified required system changes, reporting to the Alliance Programme Delivery Board
- Completion of Trust inpatient bed simulation modelling and development of a Trust Bed Strategy informing options for Newark Hospital sub-acute bed reconfiguration

**Electives**

*Strategic vision: To further increase the range of elective surgical and medical day case procedures, together with diagnostics and outpatients clinics for a wide range of conditions, transitioning capacity from KMH to Newark and repatriating activity from surrounding areas, accommodating expansion of existing and new services through better estate utilisation.*

Work to further enhance the scope and improve the productivity and efficiency of elective care delivery at Newark Hospital is now supported by the Trust's PMO with a dedicated Programme Manager supporting this portfolio. Early discussions with surgical and anaesthetic clinical leads have led to a Newark programme being the focus of phase 3 of the Theatres Work Stream.

This report and the data analysis within provide an update to the previous report comparing 16/17 against 15/16 full year activity. New sections have been introduced within this update for theatre utilisation (baseline) and market share.

- Outpatient attendances at Newark Hospital demonstrated a rise of 4%
- Outpatient appointments at Newark Hospital for Newark residents rose by 5.8%
- Outpatient Clinic utilisation improved by 1% compared to the previous year
- Outpatient Follow Up ratio's are at 1.86 comparable with the previous year
- Radiology Services have increased by 2.6%
- Total number of Medical Day Case procedures performed increased by 6%
- The number of procedures within Minster Day Theatres increased by 57 procedures
- Theatre utilisation below 85% target across most specialties

Next steps include:

- Scoping and development of opportunities to enhance the scope of T&O, ENT, general surgery and other speciality procedures delivered at Newark through phase 3 of the Theatres Work Stream over the next year
- Development of a business case to support further transition of medical day case activity from Kings Mill Hospital to Newark in addition to enabling repatriation of activity from bordering areas
- Development of performance scorecard metrics to better monitor progress against the Newark Strategy by measuring against specific outcomes and holding Divisions to account for delivery

The Board should be assured that the structured PMO approach now established to manage this development programme will demonstrate measurable progress in implementing all three work streams of the strategy and further improve access to care for residents of Newark and Sherwood. Key to changing the urgent care and inpatient service offers will be development of the relationship with primary care and other system partners through the Primary Care Hub vehicle and Better Together Mid-Notts Programme Delivery Board. Enhancing the scope of elective activity undertaken at Newark will utilise existing Trust theatres, outpatients and length of stay work streams while also introducing Divisional accountability.