

# Board of Directors

# Report

**Subject:** Newark Vision and Strategy Refresh  
**Date:** 7<sup>th</sup> September 2016  
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## Executive Summary

This paper presents to the Board of Directors a refresh of the Vision and Strategy for Newark Hospital.

The 2013 strategy defined the future model of care for the hospital within the boundaries of safe and sustainable clinical services. The implementation of the recommendations has been monitored by the Board of Directors and Council of Governors.

Some good progress has been made:

- Minster Ward has been developed as a day case unit, encompassing surgical and medical procedures;
- ambulance protocols are effective in ensuring that seriously ill or injured people go straight from the community to a fully equipped acute hospital;
- the Fernwood Community Unit has become well-established as a focus for rehabilitation and re-ablement and
- there has been an increase in the range of diagnostic tests and day case treatments available at the hospital.

However, in September 2015 following a Care Quality Commission (CQC) inspection, there remained a perception that progress was too slow and the hospital was therefore not maximising the care and treatment for Newark and Sherwood residents in their local hospital. This perception was expressed by some staff and stakeholders. Moreover, the CQC raised concerns about safety in the MIU/UCC and in Sconce Ward, suggesting that there was continuing ambiguity about their role in urgent and acute care. It was reported that people may be continuing to seek care and treatment that the hospital was not equipped to provide safely, and/or the Trust was attempting to provide care that it was not appropriately equipped to provide.

As a response, and in order to accelerate progress, a group was convened to oversee a renewed focus on the purpose and direction for Newark Hospital and health and social care for Newark and Sherwood residents as a whole. The Newark Healthy Communities Partnership Group was established. The strategy details the work overseen by this group and the findings. These are summarised as follows:

- The Newark Healthy Communities group was convened to review and refresh the 2013 vision and strategy for Newark Hospital

- The review concluded that the overall scope of services for safe and sustainable care remains relevant and appropriate
- The MIU/Urgent Care Centre should be named the Urgent Care Centre as the current level of service best fits the new national definition for urgent and emergency care. Primary care will increasingly work with hospital staff in the Urgent Care Centre and will take on a greater leadership role. Some additional minor/moderate cases will be able to be safely diagnosed and treated at Newark Hospital. This will be maintained and increased where possible.
- Day case surgery has increased at Newark Hospital. This will be maintained and increased where possible. Additional procedures are proposed for introduction. More definitive plans will be developed with NUH as part of the long term partnership between the Trusts.
- The use of inpatient beds will be kept under review as further community services are put in place to care for people at home. There will be increased hospital focus on rehabilitation and recuperation in line with the Fernwood Unit

Newark Hospital is a facility that is much loved by the local population. This strategy refresh will serve to develop the hospital further as a hub of the community, providing a broad range of services that are high quality and safe. The ambition to deliver strengthened community intensive home services will provide the opportunity for partners to work more collaboratively and ensure hospital services are only accessed when necessary.

The Newark Healthy Communities Partnership Group has shaped and supported the development of the Newark strategy, and it has been clear that all partners are committed to developing integrated services, ensuring best use of health and social care resources, and delivering the future vision of Better Together.

**Recommendation**

**The Board of Directors is asked to:**

**Note the content of the refreshed strategy and endorse the strategic direction for the vital local services provided from Newark Hospital and in the wider Newark and Sherwood community.**

**Renew the mandate for the Executive to work with Better Together Alliance partners to deliver the revised service models.**

**Give specific consideration to, and approve the re-naming of the MIU/Urgent Care Centre to “Urgent Care Centre” in line with national guidelines on identification and branding of similar units.**

**Relevant Strategic Priorities (please mark in bold)**

**To consistently deliver a high quality patient experience safely and effectively**

**To develop extended clinical networks that benefit the patients we serve**

**To eliminate the variability of access to and outcomes from our acute services**

**To provide efficient and cost-effective services and deliver better value healthcare**

**To reduce demand on hospital services and deliver care closer to home**

**How has organisational learning been disseminated**

Through a range of staff engagement activities led by the ACOO.

**Links to the BAF and Corporate**

Sustaining a thriving healthcare facility in Newark is

<b>Risk Register</b>	crucial to the clinical and financial sustainability of the Trust.
<b>Details of additional risks associated with this paper</b> <i>(may include CQC Essential Standards, NHSLA, NHS Constitution)</i>	None identified.
<b>Links to NHS Constitution</b>	The provision of high quality, safe and efficient services to citizens as close to their homes as possible.
<b>Financial Implications/Impact</b>	None currently identified.
<b>Legal Implications/Impact</b>	None currently identified.
<b>Partnership working &amp; Public Engagement Implications/Impact</b>	There will be an extensive programme of partnership and public engagement activities following the publication of the revised vision and strategy.
<b>Committees/groups where this item has been presented before</b>	Newark Healthy Communities Partnership Group (6/9/16)
<b>Monitoring and Review</b>	Implementation reviewed under routine governance arrangements and via HOSC and other local democratic vehicles.
<b>Is a QIA required/been completed? If yes provide brief details</b>	Not required at this stage.