

Council of Governors - Cover Sheet

Subject:	Newark Hospital Progress Report	Date: 30 July 2019		
Prepared By:	Ant Rosevear, Assistant Chief Operating Officer			
Approved By:	Simon Barton, Chief Operating Officer			
Presented By:	Richard Mitchell, Chief Executive Officer			
Purpose				
To provide an update to the CoG on progress with the Trust's strategy for Newark Hospital.		Approval		
		Assurance		
		Update	X	
		Consider		
Strategic Objectives				
To provide outstanding care	To promote and support health and wellbeing	To maximise the potential of our workforce	To continuously learn and improve	To achieve better value
X	X			
Overall Level of Assurance				
	Significant	Sufficient	Limited	None
		X		
Risks/Issues				
Financial				
Patient Impact				
Staff Impact				
Services				
Reputational				
Committees/groups where this item has been presented before				
Executive Summary				
<p>Our strategy for Newark is to provide the broadest possible range of safe and sustainable services for the people of Newark and surrounding district, increasing site activity and providing care closer to home.</p> <p>Newark Hospital 2018/19 activity summary:</p> <ul style="list-style-type: none"> • 40,125 clinic appointments (increased by 5,328 repatriated from other hospitals) • 3,149 medical day case treatments (increased by 218) • 2,621 CT imaging tests (increased by 689) • 2,331 MRI scan tests (increased by 1,431) <p>In 2019/20 increased elective activity at Newark Hospital has sustained.</p> <p>A business case is in development with the objective to increase the Trauma and Orthopaedics service</p>				

offer, increase surgery activity and maximise Newark Theatres productivity.

The Trust will lead provision of a Newark Urgent Treatment Centre in collaboration with the Newark Primary Care Network, replacing the current Urgent Care Centre on the Newark Hospital site. Implementation is planned for October 2019.

The Trust is strengthening our relationship with local primary care through the Newark PCN which has resulted in a collaborative approach to providing the UTC as part of a Newark Urgent Care Hub, while introducing primary care services onto the site.

Newark Hospital Progress Report

1. Background

Our strategy for Newark is to provide the broadest possible range of safe and sustainable services for the people of Newark and surrounding district, increasing site activity and providing care closer to home. We will also work with other providers and in collaboration with local primary care with the aim of delivering improved and more integrated care pathways.

2. Activity Summary

During 2018/19 progress made in increasing capacity, introducing a broader range of services at Newark Hospital and high levels of external stakeholder engagement resulted in significant increases in elective care activity. This means that more patients are having their care at Newark when appropriate and not being required to travel to other hospitals unnecessarily. This included:

- 40,125 clinic appointments (increased by 5,328 repatriated from other hospitals)
- 3,149 medical day case treatments (increased by 218)
- 2,621 CT imaging tests (increased by 689)
- 2,331 MRI scan tests (increased by 1,431)

In 2019/20 increased elective activity at Newark Hospital has sustained.

Week Ending: 28/07/2019



Fig. 1: Newark Hospital activity summary Apr-Jul 2019

3. Newark Urgent Treatment Centre

From December 2019 all NHS Walk-in Centres, Minor Injuries Units, Urgent Care Centres and similar type 3 facilities will be replaced by Urgent Treatment Centres (UTC) meeting an NHS England minimum standard of requirements. The objective of this change is to provide service offer commonality across urgent care facilities, reduce public confusion and reduce use of A&E as a default option for urgent care.

The Trust has agreed with our Commissioners to lead provision of a Newark UTC in collaboration with the Newark Primary Care Network (PCN). The Newark UTC service model will be similar to the current model with no operating hours or workforce changes resulting from the change. The model will be enhanced with a more integrated approach to same day urgent care achieved through collaboration with the PCN, Out of Hours primary care, EMAS and NHS111.

Some of these changes have already happened. While we will continue to provide walk in access, NHS111 have been able to directly book appointments at the Newark Urgent Care Centre for the last year. The facility provides a base for the Newark Out of Hours primary care service and since January 2019 has hosted GP extended access clinics at weekends and bank holidays.

Transition to the Newark UTC is planned for October 2019, ahead of the NHSE December deadline.

Medical staffing at Newark UCC is a currently an issue during August due to leave and the loss of some regular locums, along with the need to provide specialist skills. At times, this means the 'No Dr' policy has to be implemented for UCC (there is a Dr on the wards) and some cases diverted to King Mill ED. Highest level escalated rates are being offer to attract greater cover. It is forecast this may improve in September.

4. Provision of elective orthopaedics

A business case has been presented to the Trust Management Team (TMT) to re-provide inpatient Orthopaedics at Newark. This direction is supported by the Trust. There are some queries on the case and it is expected to come back to TMT in August for decision. If approved, pending recruitment, this service could be up and running by April 2020. This would be another positive improvement for Newark hospital and the patients that receive care there.

5. Primary Care

The Trust is strengthening our relationship with local primary care through the Newark Primary Care Network (PCN), which has resulted in a collaborative approach to providing the UTC as part of a Newark Urgent Care Hub. Some primary care services are starting to be delivered from the Newark site, initially as part of a same day urgent care service offer during evenings, weekends and bank holidays. Our next step is to explore opportunities to work with local GPs on providing more integrated care pathways in areas such as end of life care.

We are also supporting our commissioners and our local practices to identify solutions to a growing local population and insufficient primary care estate. This may result in a longer term plan to bring a primary care facility onto the Newark Hospital site.

6. Bed Capacity

Bed capacity at Newark remains unchanged across Newark on Sconce ward, Fernwood ward, and Minster. The Trust expects to open eight more beds on Sconce ward over winter and we do not expect the bed base to reduce at all over the coming years. In fact, if the Orthopaedic service development moves ahead it will increase on a more permanent basis.

7. Leadership at Newark

The Divisional teams are responsible for their service provision at Newark and they have vastly improved their visibility and connectivity with their teams at Newark and many go to Newark on a weekly basis. Ant Rosevear remains the representative of the Chief Operating Officer at Newark and is based there 3 days a week ensuring that the Divisions are working effectively with their teams on that site and leading major development projects for the operational elements of the site including the UTC development, the winter plan oversight and delivery, and the Orthopaedics project.

8. Car parking at Newark

Following feedback from the 2018/19 staff survey, numerous complaints and to promote greener travel options, the Chief Executive has been working with staff side representatives and senior leaders at Sherwood to look at ways to improve car parking for colleagues at Sherwood. We aim to make it easier to park at King's Mill Hospital (KMH) and Newark Hospital by; reducing the number of permits in circulation, making it easier for colleagues to car share, walk, cycle or take public transport to work; and changing the way we use our car parks.

We have communicated how this will work internally, and have committed to a new system being in place for 30 September 2019.

9. IT update

The Trust is beginning work on a digital strategy to ensure the focus is on making the right information easily available to the right people at the right time. Over the next two months there will be a wide variety of engagement sessions for all to contribute, to ensure we produce both a strategy and the underlying plans that support the delivery of our vision.

Work is being undertaken to improve the Wi-Fi with weekly reports to the Executive team – this has shown that corporate Wi-Fi has improved. The Trust has also been working with Wi-Fi Spark who provides the public Wi-Fi network and two changes are now happening.

- An additional staff Wi-Fi network is being installed, which will be exclusively for staff personal mobiles. We aim to install this by September 2019.
- Wi-Fi spark are also looking into the issues that have been experienced with intermittent Wi-Fi and drop outs so patients and staff who choose to use this Wi-Fi network, will have a much better experience