

Health Scrutiny Committee Briefing September 2020

Bassetlaw – Improving Local Health Services

Introduction and Context

Health and care partners across Bassetlaw are continuing to work collaboratively to improve health and wellbeing outcomes for local people.

We are committed to building on our shared ambition to improve access to local services, ensuring the right care is provided at the right time by the most appropriate health and care professionals.

Late in 2019 the Government announced £15 million capital funding for Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust to implement a new model for urgent and emergency care services at Bassetlaw Hospital.

This proposed development presents an opportunity to consider more sustainable transformational change and develop a shared vision for the future of the Bassetlaw Hospital site, with a focus on:

- 24/7 front door urgent and emergency services
- Hospital paediatric urgent care services
- Inpatient and rapid response Mental Health services for adults and older people

These potential changes fit within the context of the growing maturity of our Primary Care Networks and our increased emphasis on truly integrated approaches to supporting patients across health, social care, local authority and voluntary and community sectors.

NHS Bassetlaw CCG is therefore proposing to work with partners to engage widely across the community to develop and shape these potential changes. This work would be undertaken in collaboration with Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust and Nottinghamshire Healthcare NHS Foundation Trust.

Making a Case for Change

We wish to ensure that Bassetlaw residents are able to access safe and effective services provided in the most appropriate environment possible. Modern health care is far more specialised than it has ever been, staffing levels and the specialist skills needed can be difficult to recruit and retain, and we must ensure we use taxpayers' money wisely. Where we have opportunities for investment we need to ensure this provides improved care and facilities for patients in a sustainable way.

The profile of our population and the way we access health and care services is also changing rapidly. The COVID pandemic has accelerated the use of digital and IT solutions that allow health and care professionals to offer support to patients, as well as the way in which patients find solutions for themselves to meet their own health needs according to their own preferences – whether this be face to face, online advice and guidance or remote monitoring of their condition. We want to be ambitious for the people of Bassetlaw so that they can benefit from the opportunities presented by these new ways of accessing support. This includes consideration of how, where, when and by whom services are provided. This will never be at the expense of, nor compromise in any way, the quality of care or patient safety.

We know how important Bassetlaw Hospital is to our local community and we wish to ensure its future as a site for high quality, safe and effective care.

We also need to recognise that the COVID pandemic has required us to review how we deliver services. The need to manage patient care against a backdrop of an unknown period of reduced physical access to health services due to infection prevention and control measures and patient anxiety will continue to have a toll on local services for some time to come. Any future plans need to recognise this challenge.

The quality of the environment for our patients is also a key driver for change. We believe local people should have access to high quality services delivered in environments that meet all necessary quality standards.

This is why we believe the timing is right to explore how we can work differently in the future.

A shared vision for the development of the Bassetlaw Hospital Site

Why do something different?

- We want to maintain a range of high quality secondary care services on the Bassetlaw Hospital site so we can reduce the need to travel where possible, or unless patients choose to go elsewhere.
- There are challenges with recruitment of staff at the Bassetlaw Hospital site, especially in relation to paediatric nurses.
- Mental health inpatient ward environments do not meet the needs of our patients in terms of full adherence to CQC standards.

Where we think we could improve

- We want Bassetlaw Hospital to attract the best staff and offer the best care for patients by developing our status as a teaching and training hospital.
- We want to create emergency care capacity to meet the increasing demand of the growing Bassetlaw catchment area as it develops and ages, avoiding the need for patients to be transferred out of the area.

- We want to ensure local people can access mental health inpatient care that is provided in high quality and therapeutic environments.

Front Door Urgent and Emergency Services

Why do something different?

- The current design of the Bassetlaw Hospital Emergency Department is no longer fit for purpose. The current numbers of patients who use the service means that we need to change the way the way services are organised in order to continue to keep patients and staff safe.

Where we think we can improve.

- We want to improve the layout and environment of urgent and emergency services so that patients and their families have a better experience.
- We want to improve the working environment and ways of working for the emergency department teams so that patients receive the most appropriate care more rapidly.

Paediatric Urgent Care Services

Why do something different?

- Temporary changes to paediatric services at Bassetlaw Hospital were made three years ago due to shortages of paediatric nurses, meaning that some children have had to be transferred to Doncaster Hospital when they have only needed to stay overnight for observation before being safely discharged home.
- We want to develop a service that meets the needs of local people where transfers to other hospitals only happen in exceptional circumstances and where this is in the best interests of the child.

Where we think we can improve

- By redesigning the front door services of our Emergency Department we can bring children's emergency and short stay services and staff together to enable children to have overnight observations where it is safe to do so.

Inpatient and Rapid Response Mental Health Services

Why do something different?

- Currently the accommodation and visiting facilities in the inpatient wards do not meet quality guidance standards. Of key concern is that the accommodation is 'dormitory' style rather than single gender and ensuite.
- One of the wards has 24 beds, which exceeds the recommended quality guidelines. In addition, the ward for older people provides care to patients

with organic (dementia) and functional illness on the same ward which is inconsistent with good practice guidance.

- The volume of Bassetlaw patients using the mental health unit in Bassetlaw Hospital means the current service is too small to be clinically suitable and sustainable.

Where we think we can improve

- Nottinghamshire Healthcare is committed to making significant improvements to ensure care is provided in facilities that promote patient safety, privacy, dignity and well-being.
- Making more effective use of the resources available to us focussed on the care needs of Bassetlaw patients.
- We want to improve access to a wider range of specialist mental health support services for our service users. The size of the current unit means it is not able to meet all specialist needs that would improve outcomes for patients.

Next Steps

While we have an understanding of where we believe change may be needed, we are keen to ensure any changes to services are developed with our wider community and that we are guided by feedback from the Health Scrutiny Committee, local politicians and community leaders, service users, local people and other stakeholders throughout the process.

We want to engage with our local community at the earliest opportunity, ensuring local people have the opportunity to share their views and that we facilitate appropriate levels of conversation across all our stakeholder groups. As such, we are preparing an engagement plan, outlining our approach to working with key stakeholder groups and informed by existing knowledge and feedback. We will engage in an ongoing process of questioning, informing and reviewing both the content and the method of engagement. This is particularly important within an environment still recovering from the COVID pandemic.

In developing the potential service changes we will also work closely with NHS England and Improvement (NHSE/I), ensuring that any changes meet the requirements of the NHSE/I assurance process.

Our proposed next steps are as follows:

Phase 1

1. The CCG and partners will begin local conversations with stakeholders on the challenges of current service provision and on the potential for redesign of local health services.
2. A review of future needs will include benchmarking and modelling of current and predicted demand for services, especially considering the impact of COVID.
3. Opportunities to enhance community-based models of care will be explored, so that hospital care is reserved for only those who need it. Our basic premise is

that we will improve community based provision where possible, supporting improved patient access to safe and effective services.

4. Engagement with patients and the public will be undertaken to help gather patient experience and views to inform the options appraisal.
5. Options appraisals will look at the best solution(s) for meeting our population needs, supporting our delivery of improved health and wellbeing outcomes and reducing health inequalities.

Phase 2

6. If substantial changes are recommended, the CCG will lead a public conversation supported by partners.

Phase 3

7. The outcome of the engagement with our local community and stakeholders will be disseminated to partners, patients, the public to ensure there is a clear line of sight between the engagement of our community and the actions we will take.

We wish to engage the Health Scrutiny Committee as fully as possible throughout the process and would welcome this being the start of an ongoing conversation. We will be able to bring further detailed plans to the Committee at the next stage and will be advised as to how the Committee wishes to be updated moving forward.