

CHESHIRE EAST HEALTH AND WELLBEING BOARD
Reports Cover Sheet

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| Title of Report: | Creating Sustainable Hospital Services for the people of eastern Cheshire and Stockport |
| Date of meeting: | 27 th September 2022 |
| Written by: | Katherine Sheerin, Executive Director of Transformation and Partnerships, East Cheshire NHS Trust |
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| Health & Wellbeing Board Lead: | |

Executive Summary

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| Is this report for: | Information <input type="checkbox"/> | Discussion <input checked="" type="checkbox"/> | Decision <input type="checkbox"/> |
| Why is the report being brought to the board? | To update the Board with regard to progress with this programme, and to provide clarity regarding how it fits with the East Cheshire NHS Trust Strategic Plan and in turn the Cheshire East Place strategy. | | |
| Please detail which, if any, of the Health & Wellbeing Strategy priorities this report relates to? | Creating a place that supports health and wellbeing for everyone living in Cheshire East <input checked="" type="checkbox"/> Improving the mental health and wellbeing of people living and working in Cheshire East <input type="checkbox"/> Enable more people to live well for longer <input checked="" type="checkbox"/> All of the above <input type="checkbox"/> | | |
| Please detail which, if any, of the Health & Wellbeing Principles this report relates to? | Equality and Fairness <input checked="" type="checkbox"/> Accessibility <input checked="" type="checkbox"/> Integration <input checked="" type="checkbox"/> Quality <input checked="" type="checkbox"/> Sustainability <input checked="" type="checkbox"/> Safeguarding <input type="checkbox"/> All of the above <input type="checkbox"/> | | |
| Key Actions for the Health & Wellbeing Board to address. Please state recommendations for action. | To note progress with the work on creating sustainable hospital services for the people of eastern Cheshire and Stockport. | | |

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| <p>Has the report been considered at any other committee meeting of the Council/meeting of the CCG board/stakeholders?</p> | <p>The programme outline and Case for Change has been approved by East Cheshire NHS Trust Board and Cheshire East committee of Cheshire CCG, and has been considered by the Health Overview and Scrutiny Committees of both Cheshire East and Stockport.</p> |
| <p>Has public, service user, patient feedback/consultation informed the recommendations of this report?</p> | <p>Public engagement in the work to date has informed the Case for Change and will be critical to agreeing new service models.</p> |
| <p>If recommendations are adopted, how will residents benefit? Detail benefits and reasons why they will benefit.</p> | <p>The programme aim is to secure high quality, sustainable services for the people of eastern Cheshire.</p> <p>Please see full report for further information.</p> |

1 Report Summary

- 1.1 The report provides an overview of the programme to create sustainable hospital services for the people of eastern Cheshire and Stockport.

2 Recommendations

- 2.1 To note progress with this work.

3 Reasons for Recommendations

To ensure that Health and Wellbeing members are aware of and have the opportunity to input into the direction of the programme to create sustainable hospital services for the people of eastern Cheshire and Stockport.

4 Impact on Health and Wellbeing Strategy Priorities

This programme is essential to the Health and Wellbeing Strategy priorities, as it will ensure that there are high quality, sustainable hospital services when needed for the people of eastern Cheshire. In addition, the programme is taking a holistic approach, including working with GPs, VSFSE and public health colleagues to ensure that opportunities for preventive and proactive approaches are maximised, in order to improve health and wellbeing and to reduce the reliance on hospital care where appropriate.

5 Context

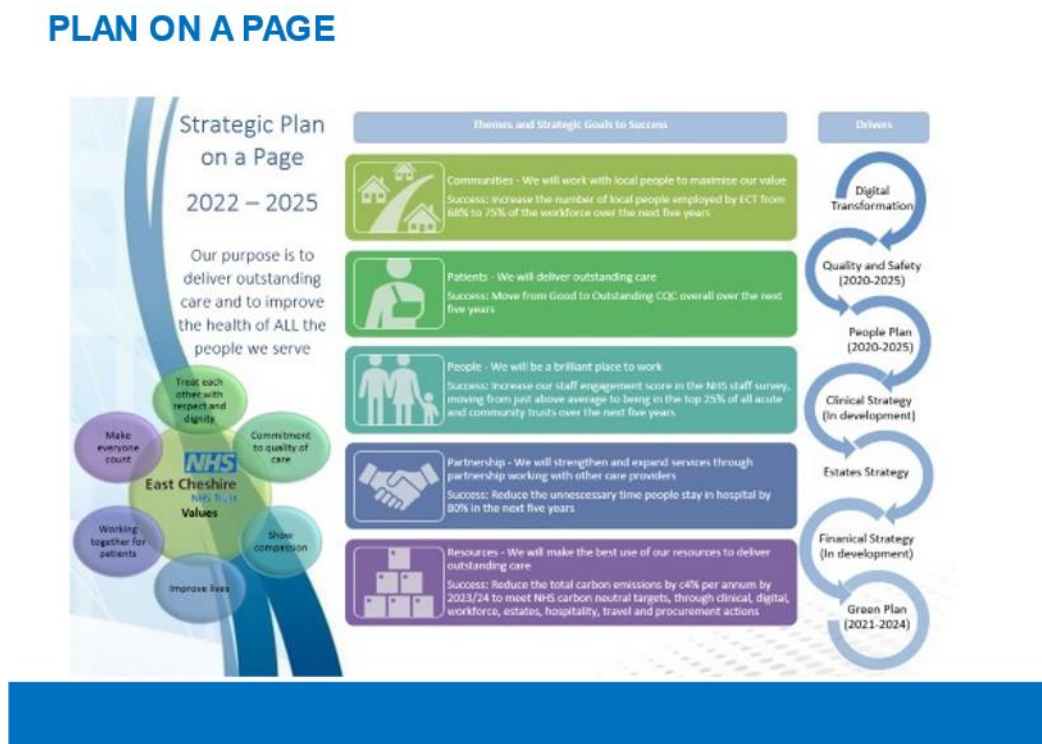
East Cheshire NHS Trust has recently renewed its three year strategic plan. This is firmly aligned with national, regional and local objectives set out in the Five Year Forward View, ICB plans and the priorities of the Cheshire East Joint Health and Wellbeing Strategy (2018-21) and Cheshire East Five Year Plan (2019) as follows:-

To enable people to live well for longer; to live independently and to enjoy the place where they live.

- To develop and deliver a sustainable, integrated health and care system
- To create a financially balanced system
- To create a sustainable workforce
- To significantly reduce health inequalities

6. East Cheshire NHS Trust Strategic Plan 2022 – 25

The Plan on a page sets out the Purpose, Values, Strategic Themes, Goals and Measures of success as follows:-



The full version of the plan is available on request.

For each strategic theme, there are a number of priority projects. One of these, is the programme to create sustainable hospital services for the people of eastern Cheshire and Stockport. The remainder of this paper gives an overview of this programme, an update on progress and sets out the key next steps.

7. Creating Sustainable Hospital Services for the People of Eastern Cheshire and Stockport

7.1 Background

For over a decade, work has been underway to consider the future of services delivered from Macclesfield District General Hospital, a core part of East Cheshire NHS Trust. This is driven by the size of the hospital; the Trust has faced many difficulties in maintaining small acute specialty teams to provide a 24/7/365 service. There are issues in the resilience of the teams and their ability to meet national standards, with increased vulnerability to surges in demand.

Much has been done to ensure the services provided are as effective as possible with major trauma, acute stroke and cardiac services provided from neighbouring Trusts.

However, some services have been lost as a result of their fragility in an unplanned way, for example Dermatology and Rheumatology, and others through positive commissioning decisions (for example Urology inpatient care and Stroke services). These changes often then in turn impact on sustainability of wider services.

It should be highlighted however, that in its most recent CQC assessment (2019), the trust was rated as good overall, with some areas of outstanding practice.

Previous reviews and change programmes have included –

- McKinsey and Carnall Farrar review (2014)
- Ernst and Young review (2016)
- Acute Services Transformation (including Clinical Senate Review) (2018)
- Acute Hospital Services for Cheshire East Population (2020)

It is useful to reflect on why these programmes were not taken forward. A key consideration is the geography in question. Whilst the hospital is small, it serves a large and land-locked area, and as such, any changes to services impact widely on communities and other organisations.

7.2 Overview of current programme

In early 2021, The boards of East Cheshire NHS Trust and Stockport NHS Foundation Trust initiated work on the current programme. There is a clear view that the Trusts are natural partners for collaboration, given the geographical proximity and the range of services provided, acknowledging the importance of other strategic partners. Whilst ECT is in the Cheshire and Merseyside ICS, the two trusts work together as part

of the Greater Manchester hospital system and have worked particularly closely over the past two and a half years in the response to the COVID-19 pandemic.

During 2021, clinicians from initially six and then a further four specialities from across the Trusts worked together to consider how services could be improved through collaboration. An independent Clinical Advisor was appointed with significant experience and expertise in service change.

In December 2021, the Boards issued a 'statement of intent' to all staff which set out how the two organisations would develop a joint clinical strategy which would describe new, single care pathways as well as innovative solutions to best meet the growing care needs of the communities served.

7.3 Programme purpose, objectives, scope, governance and phasing

A formal programme was initiated with the following purpose:-

PROGRAMME INITIATION

Both Trust Boards recognised there is opportunity to strengthen resilience and improve sustainability through collaborative working.

The purpose of this programme is:

- To design and implement high quality, safe and sustainable hospital services for the people served by ECT and SFT.
- To ensure these hospital services will form a key part of an integrated service offer spanning primary, community, social and hospital care.

This will be achieved through joint working between:

- ECT and SFT clinical teams.
- Hospital and primary / community / third sector and social care services in each area; and
- In partnership with patients, carers, and local people.

The programme objectives were set out as follows:-

- Create high quality, integrated and sustainable services for populations served as part of a compelling vision for each site
- Improve health outcomes and reduce health inequalities

- Sustain and improve good clinical outcomes in line with national requirements, addressing variation between services
- Ensure optimal outcomes 7 days a week
- Improve recruitment and retention of staff through greater flexibilities and enhanced opportunities to develop skills and experience, with an increased focus on research, education and training
- Ensure value for money for services in scope

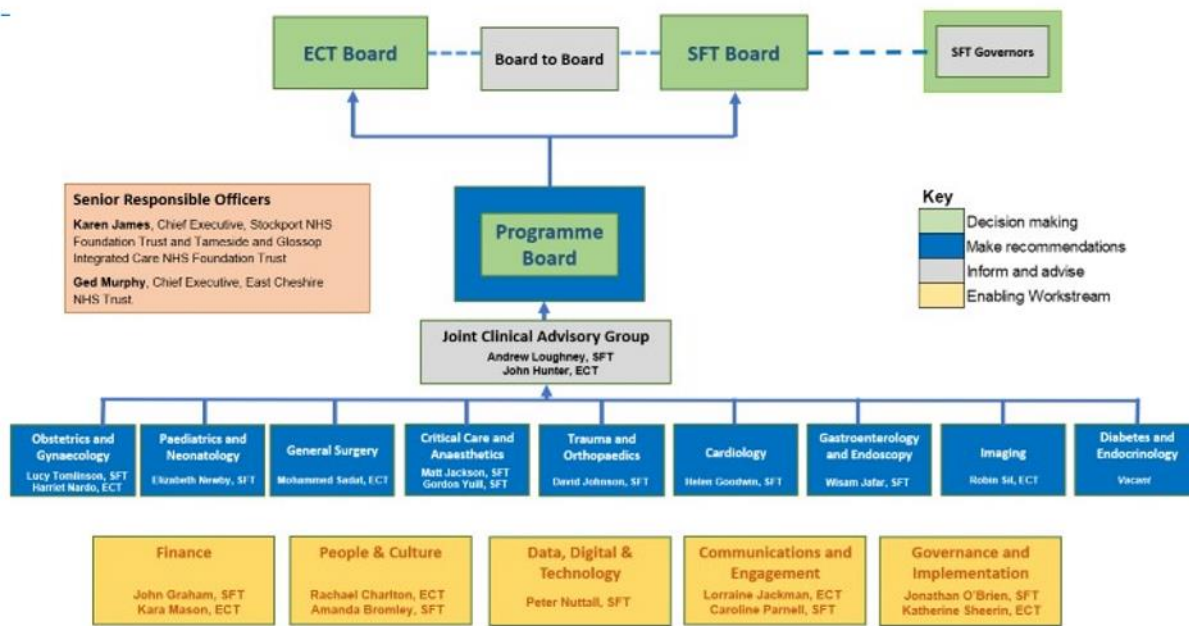
It was confirmed that the scope of the programme is one of clinical change, not a programme focused on organisational change. The programme is focused on the following ten clinical areas:-

- Obstetrics and Gynaecology
- Paediatrics and Neonatology
- General Surgery
- Critical Care and Anaesthetics
- Trauma and Orthopaedics
- Endoscopy
- Cardiology
- Gastroenterology
- Diabetes and Endocrinology
- Imaging

It is recognised that changes to these clinical areas may require changes in other clinical / corporate support / operational services.

The programme governance is as follows:-

PROGRAMME GOVERNANCE STRUCTURE



It is highlighted to the Board that senior executives from NHS Cheshire and NHS Stockport CCGs were previously members of the programme board, with representation now from Cheshire East Place ICB as well as the wider Cheshire and Merseyside and Greater Manchester ICBs. Primary Care and Local Authority (Public Health) colleagues are also members of the programme board.

The high level phasing for the programme is set out below:-

PROGRAMME PHASES

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| <p><u>Phase One</u> Jan 2022 – May 2022</p> <ul style="list-style-type: none">• Produce service change proposal and clinical case for change <p> Complete</p> | <p><u>Phase Two</u> June 2022 – May 2023</p> <ul style="list-style-type: none">• Produce Pre Consultation Business Case (if required)• Plan for and commence implementation of service changes where no formal further process is required |
| <p><u>Phase Three</u> May 2023 – November 2023</p> <ul style="list-style-type: none">• Undertake public consultation and production of decision-making business case (if required)• On-going implementation of service changes where no formal further process is required | <p><u>Phase Four</u> Nov 2023 – April 2025</p> <ul style="list-style-type: none">• Programme Implementation |

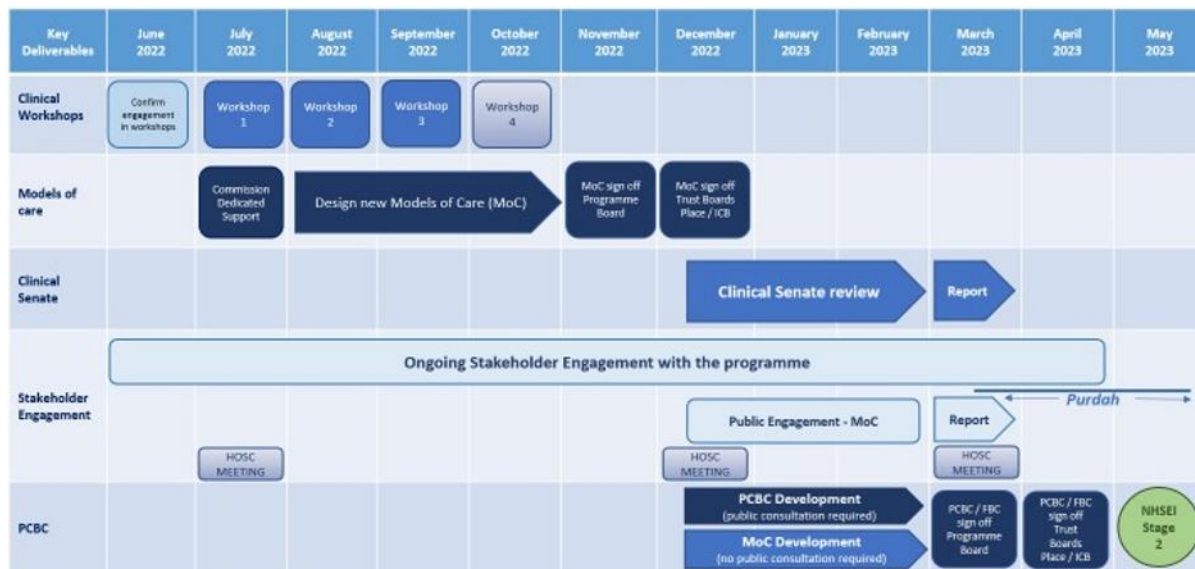
7.4 Progress

The clinical work initiated in 2021 was drawn together in a Case for Change which was approved by both Trusts and both CCGs in May 2021. This was submitted to NHS England as part of the stage 1 assurance process set out in 'Planning, assuring and delivering service change for patients'.

The Case for Change was approved by NHS England in June 2022, with positive feedback. It was suggested however that there needed to be more public health expertise in the programme, particularly to ensure that pathway redesign pays due attention to preventive and proactive approaches. As such, there is now public health representation on the programme board for both Local Authorities and greater input to the programme overall.

With this approval, the programme is now in Phase 2. The timeline for this is set out below:-

PHASE 2 TIMELINE



Board members will note the significant and on-going engagement of local people, patients, staff and partners in this work.

As an example, the workshops being held over the summer to develop the model of care, have had over 100 people in attendance, including patient representatives, people from voluntary, community, faith and social enterprise groups, Local Authorities, primary care, commissioners and clinical teams.

As the models of care for each specialty are developed and agreed, work is commencing to understand the financial, workforce, digital and capital implications, and to assess the level of potential changes in access. This will help to determine whether the service needs to proceed as part of a pre-consultation business case and then onto a full business case if this stage is successful, or whether changes can be enacted more quickly.

It should be highlighted that if there are proposals for substantial service change, then these will be subject to full public consultation led by commissioners in Phase 3 of the programme, subject to approval from NHSE.

7.5 Next Steps

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| Sep 2022 | Third Workshop (being re-worked due to national period of mourning) |
| Oct 2022 | Fourth Workshop Assess which services require Clinical Senate review |
| By Dec 2022 | Prepare Model of Care Documents |

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| | Submit to Clinical Senate (review Dec-Mar) |
| Jan 2023 | Commence production of Pre-Consultation Business Case |
| Jan - Mar 2023 | Public Engagement on options |
| April 2023 | Report on engagement Clinical Senate report |
| May 2023 | Submit Model of Care / PCBC to NHS England for review |

8. Conclusion

Work to address the sustainability of hospital services for the people of eastern Cheshire has been on-going for many years. This programme has significant clinical leadership and engagement, real commitment from the Boards of both East Cheshire NHS Trust and Stockport NHS Foundation Trust, and good support from local partners. Given the changing climate within the NHS to one of co-operation and collaboration between organisations, and the urgent pressures created by the ageing population, workforce changes and economic conditions, it is vital that we seize this opportunity to re-shape services and create a sustainable system for the people we serve.

9 Access to Information

6.1 The background papers relating to this report can be inspected by contacting the report writer:

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