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To:

The Chair and Members of the Overview and Scrutiny (Adult Social Care and Health)

Date: 4 January 2023

Our Ref:

Your Ref:

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Dear Councillor,

OVERVIEW AND SCRUTINY COMMITTEE (ADULT SOCIAL CARE AND HEALTH) - TUESDAY 3RD JANUARY, 2023

I refer to the agenda for the above meeting and now enclose the following presentation which was unavailable when the agenda was published.

Agenda No.

Item

4

Southport and Ormskirk Hospital NHS Trust (Pages 3 - 18)

Anne-Marie Stretch, Managing Director, and Lesley Neary, Chief Operating Officer, Southport and Ormskirk Hospital NHS Trust, to provide a presentation

Yours faithfully,

Democratic Services

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Southport and Ormskirk Hospital
NHS Trust

Sefton Council Overview and Scrutiny Committee

3rd January 2023

Anne-Marie Stretch, Managing Director

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Agenda Item 4

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Southport and Formby District General Hospital
Ormskirk and District General Hospital
North West Regional Spinal Injuries Centre

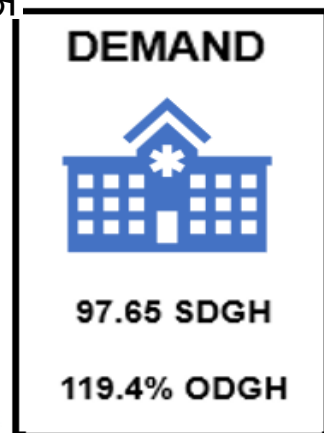
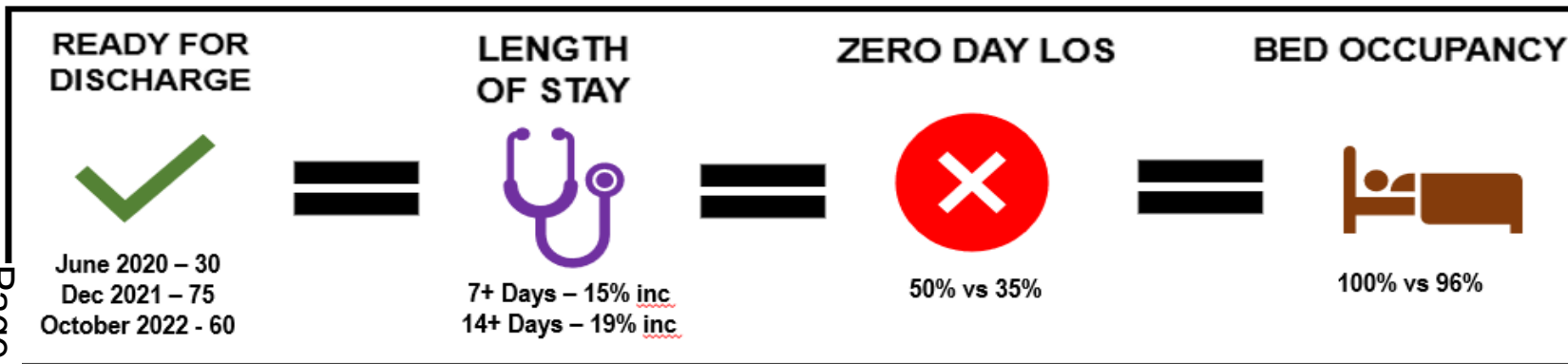


Southport and Ormskirk Hospital

NHS Trust

Overview and Scrutiny Committee update

- Winter pressures
- Financial pressures
- Progress against delivering the agreement for long term collaboration (ALTC - Southport & Ormskirk Hospitals NHS Trust and St Helens & Knowsley Teaching Hospitals NHS Trust)
- Progress on improvements since CQC unannounced inspection March 2021
- Progress on Shaping Care Together
- Early findings on new arrangements for hyper acute stroke service with Aintree



THE CONSEQUENCES OF THE ABOVE ARE:



Southport and Ormskirk Hospital

NHS Trust

NAME	DESCRIPTION
<p>SDEC</p>	<ul style="list-style-type: none"> • Expansion of SDEC pathways (medical and surgical) to support flow & ensure appropriate patients are not waiting in ED for reviews/tests. • Support direct referral from NWAS for appropriate pathways. • Expansion of current offer 8am - 9pm (M - F) increased from 8am - 5pm (M - F).
<p>Ward 11a</p>	<ul style="list-style-type: none"> • Repurposing of escalation capacity to step down ward for patients ready for discharge • Recruitment of substantive staff - nurse staff and therapy staff identified, and back fill of those posts commenced. ACP job out and recruitment underway.
<p>Chase Heys</p>	<ul style="list-style-type: none"> • 14 community beds to transfer patients to undertake therapy and reduce ongoing care provided in the community • Trust back filled staff we are using to support Chase Heys.
<p>Virtual Ward</p>	<ul style="list-style-type: none"> • Respiratory virtual ward working with LHCH and Merseycare • Frailty virtual phased approach. Potential support step up than step down but will avoid admission.
<p>Increase Paediatric ED Medical support</p>	<ul style="list-style-type: none"> • Increase paediatric medical support including discussions with GP Federation
<p>Increase Pharmacy Cover</p>	<ul style="list-style-type: none"> • Increased pharmacy cover which will support patient flow and discharge



- Best performing Trust in C&M for A&E 4 hour performance
- 52+ week waiter performance is best in C&M and continues to be a key focus area
- Trust has no 104+ week waiters and number of 78+ week waiter continues to reduce
- Diagnostic waiting time position has improved but continues to be challenged in some areas, successful capital bids will support further improvement
- Cancer performance continues to improve with significant progress made since April 2022. S&O has seen a reduction in 62 day backlog compared to an increase for C&M and nationally
- Friends and Family Test - % that would recommend continues to be comparable with peers
- Trust is achieving its financial deficit plan



Southport and Ormskirk Hospital
NHS Trust

Strategic & Operational Risks

- Underlying financial sustainability
- Fragile services
- Significant backlog maintenance, estates, IT
- Clinical configuration
- Reliance on premium rate pay (workforce challenges, sickness, industrial action)
- Energy prices increase / April 2023

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Financial Pressures

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Southport and Ormskirk Hospital

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Progress against delivering the agreement for longer term collaboration – One Team One Trust – working together for patients.

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After a year of collaboration and partnership working, the Boards of both Trusts agreed in September to formalise these arrangements, which had always been an intention of the Agreement for Long Term Collaboration (ALTC)

The process to bring the Trusts together is governed by the NHS Transaction Guidance and we are working with the ICB(s) and NHSE to produce a business case to create a new Trust from April 2023

- Being a larger combined Trust will support the aim of addressing fragile services and help create safer services and better local access for the population of Sefton and West Lancashire

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Additional funding secured during ALTC

Additional Funding secured (some bids awaiting formal national confirmation)	Total 21/22	Total 22/23 & beyond
Essential Estates Improvement works	£3m	£5.8m
Build a new discharge lounge (Completed)		£1.1m
Digital infrastructure and core capabilities investment	£3.4m	
Refurbishment of endoscopy and new machines	£1.1m	
Community Diagnostic Centre – Successful bid which has capital and revenue for 22/23		£4.9m
2 nd CT Scanner (Southport Site) – capital 22/23		£0.84m
Frontline Digitisation funding – Capital over next three years		£19.2m
Frontline Digitisation funding – Revenue over next three years		£2.28m
TIF 22/23 (Endoscopy)		£5.9m
Elective restoration and UEC 21/22 (revenue)	£0.96m	
Total	£8.46m	£40.02m

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Progress on fragile services

Fragile Service	Key Actions
Clinical Collaboration Successes to date	<ul style="list-style-type: none">• Haematology – New joint service went live on 4/10/2021• Paediatric Dietetics – mutual aid commenced on 27/11/2021• Spinal Psychological Services – New service commenced on 15/09/2022• Rheumatology – clinical support in place and developing plans for a joint service going forward• Ophthalmology – STHK are providing support to S&O service
Stroke	<p>Implementation of North Mersey Stroke Pathway</p> <ul style="list-style-type: none">• New pathways went live on 19/09/2022 and initial feedback is positive.
LUHFT Partnership/SLAs	<p>A regular Partnership Board has now been established and a review of all agreements is taking place with the primary objective to improve the current services to S&O patients.</p>
STHK Partnership going forward	<ul style="list-style-type: none">• Dermatology – STHK are supporting the reopening of the service for routine referrals to West Lancashire patients• Therapies – Rotational roles developed to enhance recruitment for nationally challenged roles• Maternity Services – Peer support to develop and enhance current maternity services• Productivity and Efficiency review – working collectively to ensure we utilise all of the assets across the organisations to the maximum to enhance patient care, for example theatres.• Digital - collaborating on an ongoing basis to enhance digital provision at S&O

CQC unannounced inspection in 2019

- 31 Must & 92 Should Do's - All actions are closed and incorporated into quality improvement workstreams with quality priorities monitored through monthly Quality Improvement Board and Board
- CQC unannounced inspection in March 2021 (medicine only)
- Check and Challenge - in place to ensure that actions we have closed the improvements remain evidence of actions being embedded and sustained are monitored through a number of quality reviews e.g. Quality and Safety Walkabouts, SOCAAS (Southport & Ormskirk Clinical Assessment and Accreditation Scheme) and Clinical Audit
- Continue to meet with CQC colleagues at bi-monthly engagement meetings – no concerns raised



CQC Unannounced Inspection – March 2021

- CQC unannounced responsive inspection on 3rd March 2021. CQC published the inspection report on 13th May 2021.
- During this inspection, the Trust was inspected but not rated. The unannounced focused inspection was undertaken following information of concern received from the public.
 - The inspection focussed on the Medical Care core service which included medical wards and departments.
 - No breaches of regulation were identified. 7 actions the CQC recommend the Trust should take.



Southport and Ormskirk Hospital

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Key Findings

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- Patients are treated with compassion and kindness and their privacy and dignity is respected, and takes account of their individual needs.
 - Safety incidents are investigated and any resulting actions implemented and monitored, and lessons learned are appropriately shared.
 - Staff say they feel respected, supported and valued and can raise concerns without fear.
 - Leaders have the skills and abilities to run the service, and patients and staff think they are approachable.
 - Outstanding practice identified (individualised) patient centred care on the Oasis Ward (end of life).



Southport and Ormskirk Hospital

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Focus of Improvement

- Continue to improve the review of patient risk assessments – quality improvement project, audits continue
- Continue to improve the involvement of patients and their families in decisions regarding care and treatment where DNACPR is considered – quality improvement project, training developed, audits continue
- Continue to improve discharge arrangements to ensure safe patient discharge – remains a challenge
- Continue to act to address the high number of registered and unregistered nursing vacancies – significant success with international recruitment
- Continue to improve the assessment of the nutrition and hydration needs of patients including the accurate completion of fluid and nutrition charts – quality improvement project
- The Trust should continue to address the number of medical staffing vacancies across the medical care service – some degree of success, collaboration with STHK, alternative roles

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- Commissioners focussing on the transition to Integrated Care Boards (ICBs)
- Trust focussing on the partnership between SOHT and STHK
- Opportunity to reflect on SCT role and do a deep dive into our engagement, the challenges and opportunities the local NHS faces and its plans for further improving health and care in Sefton and West Lancashire.
- More recently limited engagement with local residents, patients, staff and stakeholders and instead worked behind the scenes to plan for further engagement from Spring 2023, fitting into a new and improved health and care system.

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NHS Trust

- A comprehensive stroke centre for North Mersey dedicated to caring for people in the critical 72-hour period after a stroke occurs went live on 19th September 2022.
- The new centre based at Aintree Hospital brought together the hyper-acute stroke care that was based at the Royal Liverpool Hospital, Aintree Hospital and Southport Hospital.
- Co-location with The Walton Centre, which provides a specialist stroke treatment called thrombectomy, will support an increase in the number of local patients able to receive thrombectomy within the required time window.

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Aintree Activity

- 83 stroke patients have benefited by being directly admitted to the Aintree Hospital site.
 - 15 patients discharged directly from Aintree Hospital
 - 56 have been repatriated to Southport for further rehabilitation

Southport Activity

- 43 stroke patients admitted to the Southport site
 - 36 of these based on clinical presentation and following a discussion with consultant.
 - 7 due to bed capacity at Aintree, however no patient harm has occurred as a result.
 - 0 of the 43 admissions to Southport have required thrombolysis.

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