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Town Hall  
Trinity Road  
Bootle  
L20 7AE

To:

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

Date: 22 February 2022

Our Ref:

Your Ref:

**Contact:** Debbie Campbell

**Contact Number:** 0151 934 2254

**Fax No:**

**e-mail:** [debbie.campbell@sefton.gov.uk](mailto:debbie.campbell@sefton.gov.uk)

Dear Councillor

## **OVERVIEW AND SCRUTINY COMMITTEE (ADULT SOCIAL CARE AND HEALTH) - TUESDAY 21ST FEBRUARY, 2023**

I refer to the agenda for the above meeting and now enclose the following report(s) which were unavailable when the agenda was published.

### **Agenda No.**

### **Item**

5. **Southport and Ormskirk Hospital NHS Trust – Next Steps in Proposed Partnership** (Pages 3 – 14)  
Anne-Marie Stretch, Managing Director, Southport and Ormskirk Hospital NHS Trust, to attend.
6. **Safeguarding Update** (Pages 15 - 24)  
Michelle Creed, the independent Chair of the Safeguarding Adults Board, to attend to give a presentation on progress and priorities

Yours faithfully,

Democratic Services

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**Southport and Ormskirk Hospital**  
NHS Trust

# Sefton Council Overview and Scrutiny Committee

**21 February 2023 Update**

**Ann Marr, Chief Executive Officer**

**Anne-Marie Stretch, Managing Director**

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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

- Issues facing Southport and Ormskirk hospitals
- Agreement for long term collaboration
- Performance
- Looking to the future
  - Formal transaction
  - Priorities
  - Shaping Care Together

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# Southport and Ormskirk Hospital

NHS Trust

## What are the issues facing Southport and Ormskirk hospitals?

- Underlying financial sustainability
- Fragile services - 18 services identified as fragile
  - Workforce challenges/reliance on premium rate pay
  - Some services closed to referrals/temporary service change (Children's ED overnight)
- Backlog maintenance/estates/IT – significant concerns – circa £60m of which £26m rated 'red'
- Clinical configuration – historic separation of Adults and Children's Emergency Departments
- Maternity services separated from some essential supporting specialties
- Resulting in.....
  - S and O Board reached out to NHS England for support in June 2021

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**Southport and Ormskirk Hospital**  
NHS Trust

Page 6 **Agreement for Long Term Collaboration (ALTC) – One Team One Trust**  
**- working together for patients – began September 2021 with St**  
**Helens and Knowsley Teaching Hospitals NHS Trust.**



# Southport and Ormskirk Hospital

NHS Trust

## Progress on Fragile Services

Fragile Service	Key Actions
Clinical Collaboration Successes to date	<ul style="list-style-type: none"> <li>• <b>Haematology</b> – New joint service went live on 4/10/2021</li> <li>• <b>Paediatric Dietetics</b> – mutual aid commenced on 27/11/2021</li> <li>• <b>Spinal Psychological Services</b> – New service commenced on 15/09/2022</li> <li>• <b>Rheumatology</b> – clinical support in place and developing long term plans for a joint service going forward. Waiting list reduced from 250 in July 2022 to 100.</li> <li>• <b>Ophthalmology</b> – STHK are providing support to S&amp;O service</li> </ul>
Stroke	<p>Implementation of North Mersey Stroke Pathway</p> <ul style="list-style-type: none"> <li>• New pathways went live on 19/09/2022 and feedback is positive.</li> </ul>
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&amp;O patients.</p>
STHK Partnership going forward	<ul style="list-style-type: none"> <li>• <b>Dermatology</b> – STHK have supported the reopening of the service for routine referrals to West Lancashire patients</li> <li>• <b>Therapies</b> – Rotational roles developed to enhance recruitment for nationally challenged roles</li> <li>• <b>Maternity Services</b> – Peer support to develop and enhance current maternity services</li> <li>• <b>Productivity and Efficiency review</b> – working collectively to ensure we utilise all of the assets across the organisations to the maximum to enhance patient care, for example theatres.</li> <li>• <b>Digital</b> - collaborating on an ongoing basis to enhance digital provision at S&amp;O</li> </ul>

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## Southport and Ormskirk Hospital

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

- 114 stroke patients have benefited by being directly admitted to the Aintree Hospital site.
  - 20 patients discharged directly from Aintree Hospital
  - 84 have been repatriated to Southport for further rehabilitation
  - 3 patients have been stepped down to a LUHFT ward

### Southport Activity

- 84 stroke patients admitted to the Southport site
  - 54 of these based on clinical presentation and following a discussion with consultant.
  - 21 had passed the 72 hour hyper-acute Stroke window and so were not appropriate for transfer to HASU
  - 9 due to bed capacity at Aintree, however no patient harm has occurred as a result.
  - 0 of the 84 admissions to Southport have required thrombolysis.





# Southport and Ormskirk Hospital

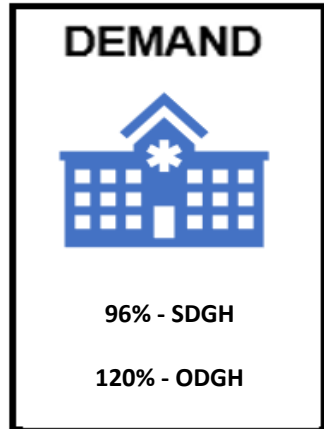
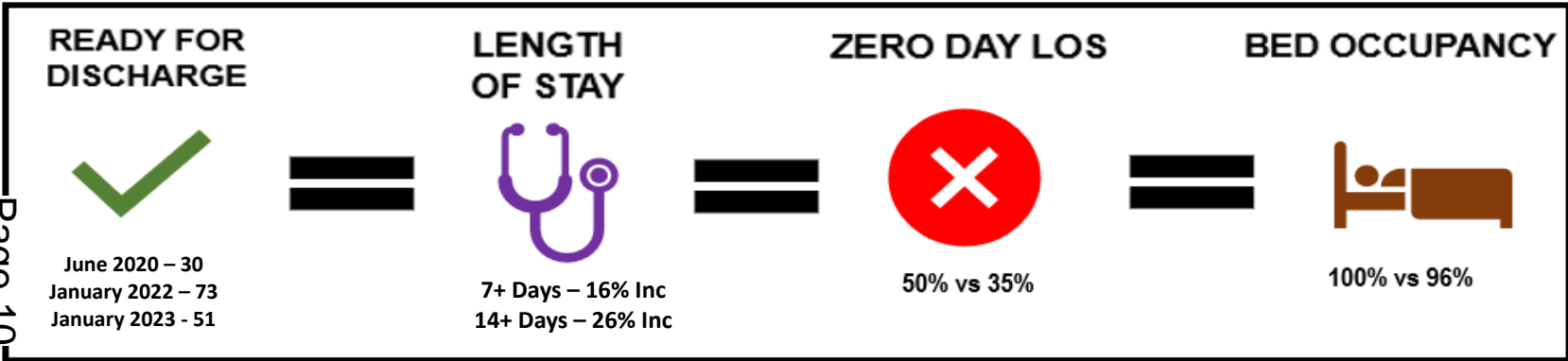
NHS Trust

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 ( <b>Completed</b> )		£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 <sup>nd</sup> 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	
<b>Total</b>	<b>£8.46m</b>	<b>£40.02m</b>

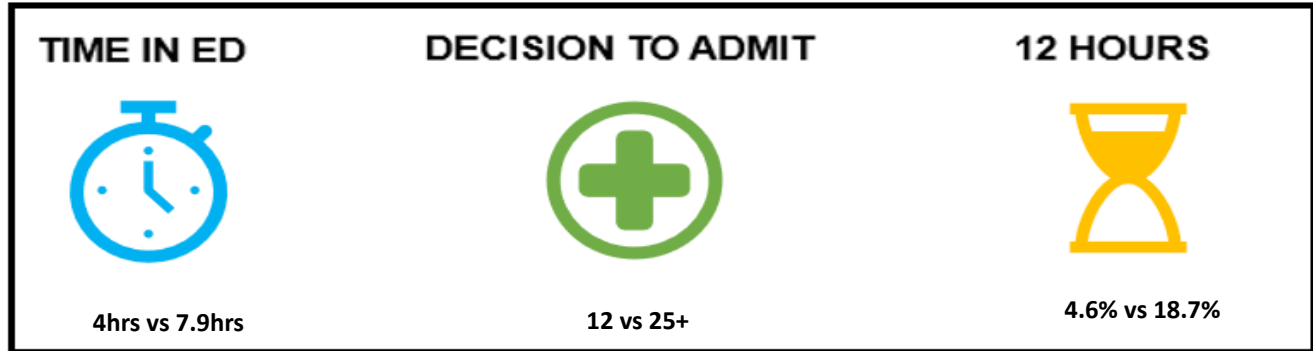
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## THE CONSEQUENCES OF THE ABOVE ARE:





## Southport and Ormskirk Hospital

NHS Trust

- Best performing Acute Trust in C&M for A&E 4 hour performance (new target for 2023/24 76%, S&O currently 75.9%)
- 52+ week waiter performance is best in C&M and continues to be a key focus area
- Trust has no 104+ week waiters and only two 78+ week waiters (with dates)
- Diagnostic waiting time position has improved but continues to be challenged in some areas, successful capital bids will support further improvement. Praise for improvements in endoscopy service.
- 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

## Looking to the future - 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 2022 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.
- Full business case been submitted to NHSE.
- S&O staff will transfer to STHK Trust
- Await confirmation from NHSE and the Secretary of State for Health to create a new Trust from April 2023.
- Engaging on a new name – NHS Identity guidelines / naming principles NHSE



## **New Trust Priorities**

Being a larger combined Trust will:

- Further stabilise fragile services
- Address clinical configuration issues
- Safer and better local access – Ophthalmology
- Maximise workforce offer – employer of choice
- Expand workforce training and development opportunities
- Assurance that any future configuration changes will be subject to public consultation and engagements



## Shaping Care Together

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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.

# **Overview and Scrutiny Committee**

**February 2023**

## **Sefton Adult Safeguarding Partnership Board (SSAPB)**



**Michelle Creed – Independent Chair**

**Joan Coupe – Board Business Manager**

# MEMBERSHIP



The Board is multi-agency strategic partnership, although Sefton Council host the Board Business Team, they are a equal partner with all the agencies described above. The Board meets five times per year plus one development day.



# SSAPB KEY PURPOSE

To enable Sefton to be a safe place for all the Partnership Board work together to ensure effective coordination of services to safeguard and promote the welfare of adults with care and support needs in line with Care Act 2014 and Care and Support Statutory Guidance 2014. The 6 principles of safeguarding will be closely adhered to

- Empowerment
- Prevention
- Proportionality
- Protection
- Partnership
- Accountability



# SSAPB SUB GROUPS

## COMMUNICATION, QUALITY AND PROCESS

- Focus on creating clear **communication** across the Borough with a common understanding on what is meant by adult safeguarding and what help that is available to resolve situations or manage risk
- Establish a broad based audit programme to examine all aspects of **quality** in service from ensuring that there is clear understanding of what constitutes abuse, how to raise a concern, process of enquiry through to on-going management of risk on both an individual and whole service setting
- Review of the **process** across the partnership of supporting adults with care and support needs, staff, volunteers and communities to timely recognise and seek assistance where there is potential **or** abusive practices in order that steps can be put into place to address the issue

# SSAPB SUB GROUPS

## WELLBEING AND LEARNING

- Focus on ensuring that the **wellbeing** of adults with care and support needs remains central in all contacts made with services by working with groups and individuals to assess the effectiveness and appropriateness of current services and make recommendations for improvement based on feedback and findings
- Monitor the **wellbeing** of the workforce and volunteers. Make appropriate recommendations for access to services to assist individuals where help is needed
- Embed a culture of openness and transparency across the partnership to promote **learning** from all forms of local, regional and national review, enquiry and general practice learning. Work with communities to ensure all know how to seek help and have confidence in the safeguarding process to enable them to do so

# SSAPB SUB GROUPS

## MERSEYSIDE SAFEGUARDING ADULTS REVIEW GROUP (MSARG)

- Sefton are committed to a multi LA area, multi-agency partnership arrangement which includes Knowsley, Wirral, St Helens and Sefton. This standardises the approach to assessment of potential SARs and optimises learning opportunities.
- Group consistently chaired by Merseyside Police Detective Superintendent Cheryl Rhodes

# ACHEIVEMENTS SO FAR

- Successful appointment of Independent Chair.
- Creation of a range of 7 minute briefings and learning circle to promote learning across the partnership from frontline practice.
- Development and launch of partnership website – used to promote all aspects of communication and information – with in excess of 7,000 visits since launch on 21<sup>st</sup> November 2022. [www.seftonsab.org.uk](http://www.seftonsab.org.uk)
- Introduction of Twitter account, use of a YouTube channel and engagement of the internal Yammer account to improve understanding of the safeguarding agenda to reach a wider audience.
- Relaunch of the Multi Agency Risk Assessment Meeting ( MARAM) structure to support individuals that would not otherwise engage in services
- Full engagement in National Safeguarding Adults Week hosting several events, webinars, Lunch and Learn Events, Social Media Events each day, distribution of Awareness Raising Leaflets across Sefton
- Commitment to engagement with community groups and individuals improving understanding. For example Young Carers and Getting Involved Group
- Communications Plan in place to promote local, national and international focus on adult safeguarding
- Production of branded promotional materials for use and circulation at safeguarding events

# KEY PRIORITIES

- To ensure that SSAPB provides strategic leadership across the partnership to embed safeguarding principles and contribute to the prevention of abuse and neglect
- To hold partners to account for safeguarding practices whilst working with other Boards to ensure flexibility to respond and adapt in a timely way to emerging safeguarding themes to ensure adequate provision to address concerns
- Build resilience of those who may be at risk of abuse and neglect, including those who may be homeless or transitioning into adulthood, to promote wellbeing. Continuously develop safeguarding approaches to achieve prevention and person led, underpinned by safeguarding key principles

# Questions and Comments



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