

BNSSG CCG Governing Body Meeting

Date: Tuesday 2nd March 2021

Time: 14:00pm

In light of Government advice regarding social distancing, the Governing Body will meet virtually until further notice. The meeting will be accessible to members of the public. Please see our website for more details.

Agenda Number :	6.1
Title:	Healthy Weston implementation and monitoring update
Purpose: For information	
Key Points for Discussion:	
<p>Following the merger of University Hospitals Bristol and Weston Area Health Trust in April 2020, the CCG has been working closely with University Hospitals Bristol and Weston (UHBW) to ensure shared monitoring and oversight of the changes required by the Healthy Weston Decision Making Business Case (DMBC). Inevitably, the implementation plans for a number of key proposals have and will continue to require adaption, in response to the continued operational demands of the Covid-19 pandemic. This paper aims to provide an overview of the latest progress, and note the North Somerset Council's Health Overview and Scrutiny Panel (HOSP) plan to conduct a review of the impact of Healthy Weston.</p>	
Recommendations:	<p>That the Governing Body:</p> <ol style="list-style-type: none"> 1) Note the updates provided on the individual workstreams in Section 2 of the report 2) Note the intention of the North Somerset Health Overview and Scrutiny Panel to conduct a review of Healthy Weston impact
Previously Considered By and feedback :	This paper updates the Governing Body on implementing the proposals approved in the Healthy Weston DMBC, building upon previous briefings received. The HOSP have also received a number of public briefings, the most recent in October 2020.
Management of Declared Interest:	None
Risk and Assurance:	The key risk that has been identified is the impact of a delay in implementing the Healthy Weston changes risks losing momentum in the drive to reform and improve key services on the hospital site. Mitigation takes the form of the monitoring and oversight arrangements set out in this paper in order to keep pace and focus on the change agenda wherever possible in the context of the Covid-19 pandemic.
Financial / Resource Implications:	There are no new financial implications of the Healthy Weston programme to update the Governing Body on at this point.

Legal, Policy and Regulatory Requirements:	No requirements identified at this stage.
How does this reduce Health Inequalities:	Delays to implementation could impact on UHBW's ability to better meet national clinical standards/ guidelines on the Weston Hospital site.
How does this impact on Equality & diversity	Delays to implementation could impact on the groups identified as benefiting in the DMBC's Equality Impact Assessment.
Patient and Public Involvement:	No additional patient and public involvement regarding Healthy Weston is planned at this time.
Communications and Engagement:	The North Somerset Health Overview and Scrutiny Panel review will enable interested residents and stakeholders a further opportunity to be updated on the impact to date of the changes agreed within the Healthy Weston DMBC.
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Sponsoring Director	Colin Bradbury – CCG Area Director, North Somerset

Agenda item: 6.1

Report title: Healthy Weston implementation and monitoring update – March 2021

1. Background

In October 2019 the BNSSG Governing Body agreed the Decision Making Business Case (DMBC) for the Healthy Weston Programme. The DMBC included indicative timelines for the implementation of the agreed changes, which agency was responsible for delivery, and the metrics to monitor their impact.

The Covid-19 pandemic and the resulting need to provide services in a different way has meant that it has not been possible or desirable to adhere to the original indicative timescales in some instances. This paper seeks to update Governing Body on where there has been revision and set out revised timescales where possible.

2. DMBC indicative timelines for implementation

Appendix 1 includes the original proposals and implementation timelines contained in the DMBC for reference. A summary of Progress against each of these areas is set out below.

Urgent and emergency care

PushDoctor (a digital GP service to allow people to have an on-line consultation in their own home) was implemented within the Emergency Department in October 2020. Feedback so far has been positive, with a high proportion of the 10 available slots per day being used. An evaluation of the initial impact of this new service will be available in March.

With the ED Transformation programme having recommenced in February, UHBW are reconsidering how best to initiate direct admission pathways. This will start by focussing on specific patient groups and will mean more local people will be able to remain closer to home for their treatment.

Further, a 14 bed Overnight Observation Unit opened in January as part of the Covid19 response, meaning that people coming into the ED late in the evening be assessed overnight and – in many cases – discharged home the next day.

Critical care

Internal trust reports indicate that the majority of project actions are either completed or are on track, although there are inevitable operational pressures on the service at the moment, due to the very high recent demand for Covid-19 beds.

Emergency surgery

From Monday 8 February a new Standard Operating Procedure was enacted for patients at Weston General Hospital who are identified as requiring emergency surgery and endoscopy between the hours of 20:00 and 08:00. As set out in the DMBC, this will mean that patients requiring this care (approx. 75 per year) will be transferred to the Bristol Royal Infirmary.

Acute paediatrics

Recruitment to the new model has been put back from April 20 to April 21. This is in conjunction with the integration of acute paediatrics across UHBW, due to start from 1st April 2021.

Wider system improvements:

Integrated frailty service and integrated localities

A new frailty model of care has been mobilised in Weston, known as the SWIFT programme. This includes a frailty virtual ward round (Multi-Disciplinary Team) from July 2020 and the introduction of the REACT service at the Weston Hospital front door (Jan 2021) which aims to help divert patients back to their home without the need for an acute admission.

Community based care developments

All actions in this section are now complete. The objective of 6 practices in Weston having implemented the AskMyGP system has been exceeded, with all practices in the Weston Primary Care Network now using the system.

MH crisis and recovery service

The Safe Haven Centre contract has been operational since the summer of 2020, with a temporary model adapted to the Covid19 operating environment. From February 2021 onwards the centre will start to see clients face to face, in addition to the telephone and online support that is already in place.

3. Financial resource implications

There are no new financial implications of the Healthy Weston programme to update the Governing Body on at this point.

4. Commissioning and contractual implications

There are no new commissioning and contractual implications of the Healthy Weston programme that the Governing Body need to be made aware of at this point.

5. Risk implications

Risk	Mitigations	Initial Score	Target Score
As a result of the delays in implementation of Healthy Weston decisions due to Covid-19, there is a risk that the momentum and impetus to reform services on the WGH site could be lost, which may result	Ongoing monitoring and oversight of delivery plans. Modifications of delivery timelines to be agreed where necessary between UHBW and the CCG	4x4=16	2x3=6

in a default back to the status quo			
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7. How does this reduce health inequalities

The DMBC set out how the proposed changes to services at Weston General Hospital could enable national clinical standards/ guidelines to be better met for urgent and emergency care, critical care, emergency surgery and paediatrics.

8. How does this impact on Equality and Diversity?

Young people were identified in the EIA as benefiting from these changes and so any delay in implementation of the paediatrics workstream will present an opportunity cost for this age group.

9. Consultation and Communication including Public Involvement

Following approval from the Governing Body, a monitoring framework¹ was proposed to the North Somerset HOSP at its meeting on 8th October 2020. This framework is now going to the next meeting of the HOSP on 18th March 2021 with a request for final agreement. The March meeting of the HOSP will also confirm the timescale by which this review will take place.

10. Recommendations

That the Governing Body:

1. Note the updates provided on the individual workstreams in Section 2 of the report
2. Note the intention of the North Somerset Health Overview and Scrutiny Panel to conduct a review of Healthy Weston impact

¹ This framework was based on the DMBC's benefits realisation section, along with some additions that were requested by the HOSP in their October 2019 letter to the CCG

Appendix 1 – indicative timelines for implementation included in the Healthy Weston Decision Making Business Case (extracts taken from pp65-67)

Table 8: Indicative timelines for implementation

Proposal	Indicative timeline for implementation	Date
Proposals for Urgent and Emergency Care and A&E	<ul style="list-style-type: none"> - A&E opening hours can be implemented - Commence implementation of GP at Front Door Model - Increased overnight admission pathways established 	<p>Oct 2019</p> <p>Oct 2019</p> <p>April 2020</p>
Proposals for Critical Care	<ul style="list-style-type: none"> - Workforce integration and alignment of operating policies commences through Clinical Practice Groups - Implementation of operating policies - Digital monitoring solution between the two departments implemented - Estate changes are required at UHB to enable implementation of the proposals, 12 month lead in from decision anticipated - Dedicated transfer team established to support implementation of the critical care activity changes 	<p>Oct 2019</p> <p>April 2020</p> <p>Sept 2020</p> <p>Oct 2020</p> <p>Oct 2020</p>
Proposals for Emergency Surgery	<ul style="list-style-type: none"> - Implementation of ambulatory emergency surgery model - Implementation of changes to overnight theatre access and the GI bleed rota - Workforce integration with UHB and alignment of operating policies commences through the general surgery and gastroenterology clinical practice groups - Implementation of operating policies - Changes in complex emergency surgery (aligned to the critical care changes) 	<p>April 2020</p> <p>April 2020</p> <p>Oct 2019</p> <p>April 2020</p> <p>Oct 2020</p>
Proposals for Acute Paediatrics	<ul style="list-style-type: none"> - Implementation (requires alignment of the service changes with business planning processes and recruitment lead in times) 	<p>April 2020</p>

Table 9: Indicative timelines for implementation of wider improvements

Critical interdependency	Indicative timeline for implementation	Date
Integrated frailty service	<ul style="list-style-type: none"> - In-year service components (MDT meetings, frailty training, ReSPECT form roll-out, night sitting extension) - Frailty Hub mobilisation 	<p>Nov 2019</p> <p>Oct 2020</p>
Developments in community based care:	<ul style="list-style-type: none"> - Pier Health Group established in - Primary Care Networks established in July 2019 - AskmyGP rolled out in 6 practices in Weston area - PCN funding for social prescribers and pharmacist roles - Pier Health prescribing hub to be trialled by early adopters 	<p>June 2019</p> <p>July 2019</p> <p>Jan- May 2019</p> <p>2019/2020</p> <p>November 2019</p>
- Integrated localities	<ul style="list-style-type: none"> - Delivery of in-year locality development plans focussed on Frailty and Same Day Urgent Care - Mobilisation of integrated locality hubs as part of the new community services contract roll-out 	<p>October 2019 – March 2020</p> <p>April 2020 onwards</p>
- Mental health crisis and recovery centre	<ul style="list-style-type: none"> - Contract awarded September 2019 with implementation TBC 	<p>Sept 2019</p>