

Healthier **Together**



Improving health and care in Bristol,  
North Somerset and South Gloucestershire

# North Somerset Health Overview & Scrutiny Panel

Healthy Weston review

19th July 2021



# Healthy Weston

In 2019, people living in and around the Weston area were consulted on a series of proposals, designed by local doctors. This piece of work was known as “Healthy Weston”

Over 2,300 responses were received, representing over 3,000 local people

The proposals were in support of our goal to ensure that Weston General is a strong and dynamic hospital in the heart of the community

The detail of these proposals were published in October 2019 in a document called the Decision Making Business Case

Whilst these proposals were important and necessary, the Decision Making Business Case made it clear that they did not go far enough and more work would be needed in the future to ensure a sustainable future for the Hospital

# Background

Following the publication of the Healthy Weston Decision Making Business Case in October 2019 The North Somerset Health Overview and Scrutiny Panel asked that a review be held one year after the start of the implementation of the agreed changes, specifically covering the following:

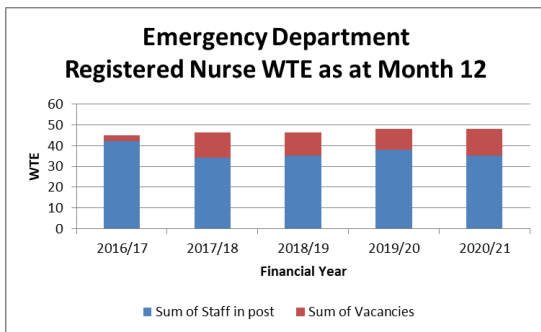
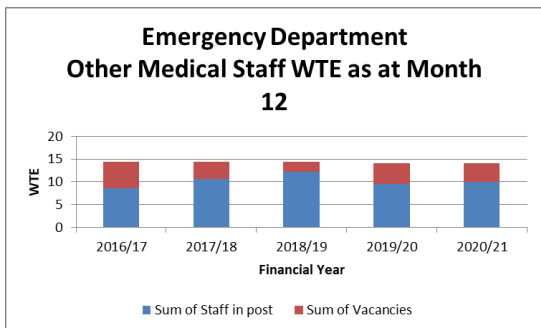
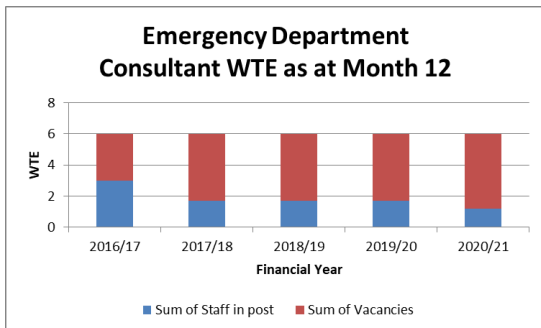
- 1) *The staffing position for urgent and emergency care and the prospect of sustainably staffing a return to a 24/7 rota (including the impact on other specialties and services)*
- 2) *Progress in recruiting primary care staff for the new front door model for the A&E*
- 3) *Evaluation of the impact and outputs of the mental health community crisis and recovery centre following the setting up of the new service in Spring 2020*
- 4) *The number of people transferring to care elsewhere in the health system and their experience and outcomes*

# Context

## Since December 2019, we have seen a number of further developments

- Weston General Hospital became part of the new University Hospitals Bristol and Weston NHS Foundation Trust on the 1<sup>st</sup> April 2020
- The Covid-19 pandemic has meant that work to fully integrate the hospitals into a single trust has been impacted
- A Care Quality Commission (CQC) inspection of the Emergency Department took place at Weston General Hospital in July 2020 with a re-inspection in Feb21. The CQC carried out a further focussed inspection of the Emergency Department at Weston General Hospital on 28th and 29th July 2020.
- Two major outbreaks of Covid-19 at WGH have led to a temporary closure to new admissions in Spring 2020 and some patients being diverted to other sites in early 2021
- On 7<sup>th</sup> April 2021 Health Education England (HEE) /General Medical Council (GMC) withdrew the incoming rotation of 10 medical Foundation Year (FY1) doctors at Weston General Hospital, and have subsequently confirmed that the incoming rotational FY1 doctors would not be reinstated.
- It has been agreed that the second phase of Healthy Weston (which was signalled as necessary in the original Decision Making Business Case) should start. Work is now underway to develop proposals for a strong a focussed hospital, at the heart of its community

# 1) The staffing position for urgent and emergency care and the prospect of sustainably staffing a return to a 24/7 rota



- UHBW have deployed a senior ED Consultant from the BRI (Dr Paul Reavley) into the Clinical lead role to support improvement & sustainability.
- Since merger in April 20, UHBW has invested in a 5 year recruitment and retention taskforce to focus on medical and nursing vacancies at WGH
- The WGH 14/7 A&E department staffing model relies heavily upon temporary staffing. Recruitment initiatives over the last 12 months (as the graphs on the slide illustrate) have so far not significantly improved the number of substantive middle grade and consultant positions
- Our experience of recruitment of permanent doctors to run a clinically safe ED at WGH suggests that in the foreseeable future there is no prospect of securing a workforce for a 24/7 A&E service at WGH
- For a 24/7 ED, the consultant numbers would have to increase from 6 to 11wte.
- The registered nursing vacancy rate in ED has also remained high over the last 4 years, with a heavy reliance on bank and agency staff.
- In line with the national picture, there is a shortage of registered nurses with international recruitment and development of new roles part of the longer term solution.

## 2) Progress in recruiting primary care staff for the new front door model for the A&E

Since the publication of the Healthy Weston Decision Making Business Case, there have been a number of initiatives to better integrate primary and community services with the A&E service at Weston, including;

- A service called Push Dr means people coming to the A&E with a condition that can be treated by General Practice on-line can have an appointment the same day with a doctor, rather than having to wait in the hospital
- A re-direction service in place from mid-January 2021, so people with suitable conditions can be seen by a specialist nurse quickly at the Clevedon Minor Injury Unit. Around 120 people a month are taking advantage of this offer
- Sirona staff are part of a 6 month pilot in the A&E to provide a service to avoid admissions. This means more people can be treated in the A&E and go straight home with support, rather than being admitted to an acute bed
- During the height of the pandemic, a GP with a special interest in Frailty was seconded for 8 weeks to provide intensive support to local care homes, aimed at reducing referrals to A&E
- When Weston Hospital had to close to new patients during Spring 2020 due to a Covid-19 outbreak, Pier Health GPs worked with Sirona and South Western Ambulance service to provide alternative front door emergency cover

### 3) Evaluation of the impact and outputs of the mental health community crisis and recovery centre following the setting up of the new service in Spring 2020

#### May 2020: Covid-19 Response

- In May 2020, the Safe Haven Centre Team were redeployed to provide a temporary, telephone based CV19 service for the most vulnerable people in North Somerset & South Gloucestershire (aged 18 years and over)
- Taking referrals from the AWP Community Teams, during this period the Safe Haven Team dealt with 1,569 telephone appointments and supported:
  - 179 unique North Somerset patients and
  - 67 unique South Gloucestershire patients

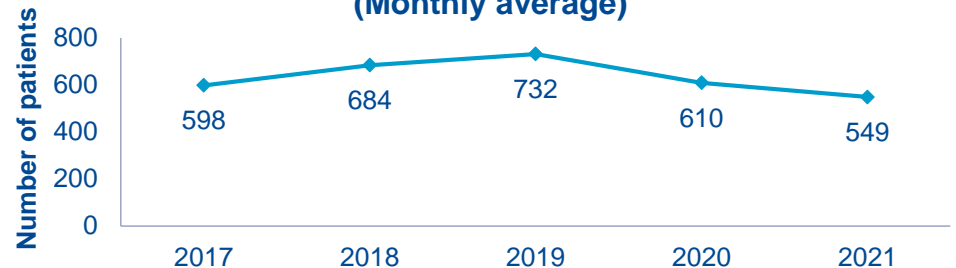
#### Feb 2021: Safe Haven Centre

- In February 2021, the Safe Haven Centre reverted to its original service model (for people aged 16 years and over)
- In light of Covid-19 the following adaptations were put in place:
  - Appointment only (no 'drop ins')
  - Face to face appointments available, adhering to social distancing
  - Telephone & video consultations available
- Referrals received from GPs, Mental Health Teams, Paramedics, Police, Local Authority, VCFSE partners with very high numbers of self-referrals
- Between March – May 2021, the service has provided 540 appointments for people needing support

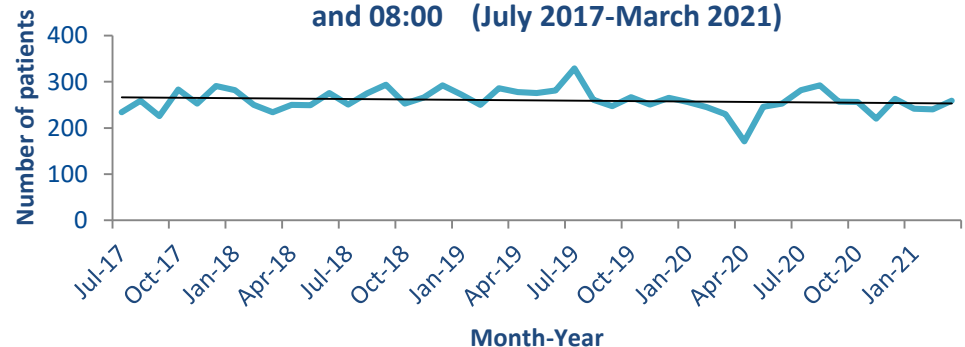
## 4) The number of people transferring to care elsewhere in the health system and their experience and outcomes

- Before 2020 and the Covid effect on attendances, there was a small increase in residents from Weston post codes attending the BRI A&E, including walk-ins
- SWAST Ambulance data shows that patients conveyed to neighbouring hospitals between 10pm and 8am since the overnight closure of the ED in 2017 have remained stable when compared to the total number of attendances
- GP Patients can now be directly admitted overnight via the Brisdoc out of hours service, although the data shows numbers are small

Number of Attendances at BRI A&E from Weston Postcodes between 10pm to 8am (Monthly average)



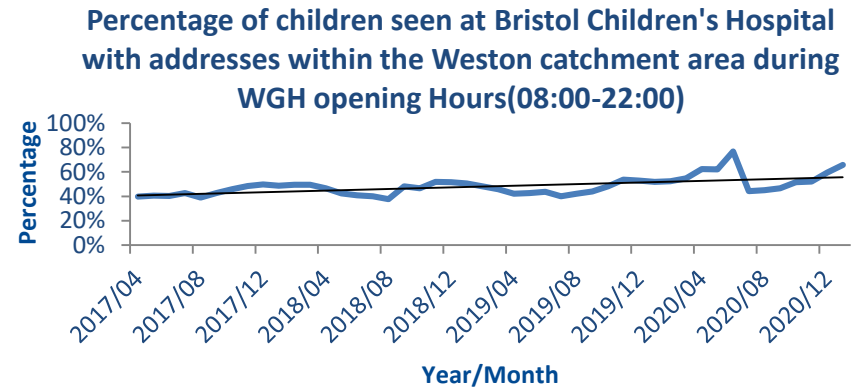
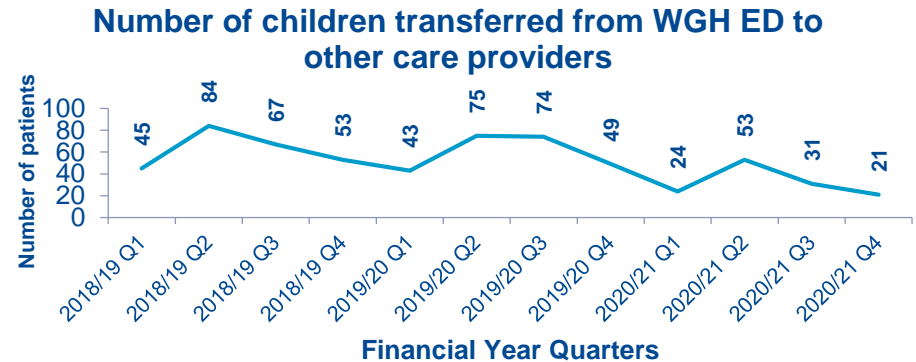
Total number of patients conveyed to neighbouring hospitals where SWASFT incident time was between 22:00 and 08:00 (July 2017-March 2021)





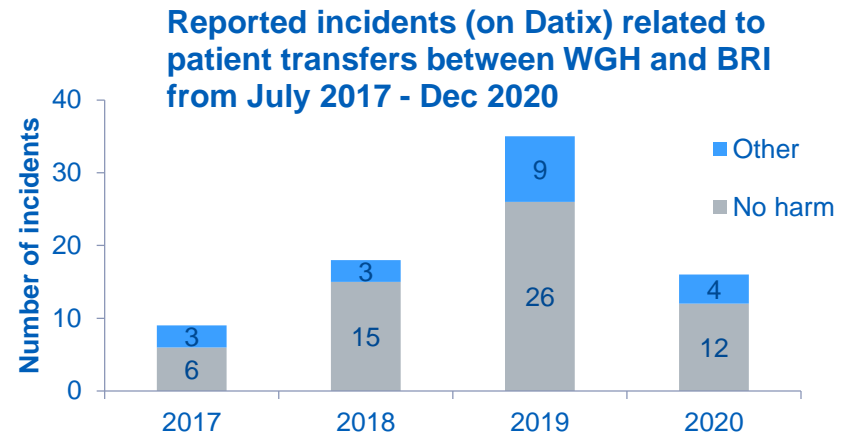
## 5) Number of children transferred from WGH to other care providers

- Overall, there has been a small reduction in the trend for children transferring out of WGH ED to other care providers. (Again it should be noted that for 2020/21 there was a significant reduction overall in paediatric attendances during the covid period)
- This has been assisted by the dedicated paediatric nursing team in the ED and the strengthening of safeguarding arrangements
- The percentage of children seen at the Bristol Children's Hospital ED over the last 3 years with addresses within the Weston catchment area has remained stable



## 6) Number of patient safety Incidents related to A&E transfers, and Friends & Family Test Scores

- There were **no serious incidents** reported as a result of transfers to other providers.
- An analysis of themes from Datix incidents relating to transfers showed the majority were related to pressure injuries and poor communication - and not as a result of the overnight ED closure.
- A review of UHBW patient complaints with regards to inter hospital transfers shows that over the period there were no specific complaints
- Closure of WGH overnight theatres (and ceasing overnight surgery and endoscopy) went live as planned in Feb '21. Analysis of the 5 patients transferred to date shows no clinical concerns.
- Patient satisfaction reported by those that have attended the WGH ED (The Friends and Family Test) over the last 4 years has been consistently high by this measure.



# Summary

- The Covid-19 pandemic has caused unprecedented challenges the whole of the NHS, as it has for all public services
- There is no clear rationale to suggest that returning to a 24/7 A&E staffing model in the future would improve patient outcomes
- Progress has been made in bringing more primary care capacity into the front door, and work has started to ensure community services can play a more active role within services of Weston Hospital
- The Safe Haven service has made a good start under difficult circumstances as is now playing its full role in the wider service offer for mental health
- The number of patients transferring to other hospitals as a result of the Healthy Weston changes is stable, with well recognised and robust protocols for overnight transfers

# Next steps

Manage the current staffing and operational pressure at WGH, including support from surrounding hospitals and the community

Continue to implement our plan for Covid-19 recovery, particularly for planned care

Progress the integration of clinical services across UHBW

Develop a set of long-term proposals to ensure that WGH can be a strong and dynamic hospital in the heart of the community