

Healthier Together



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

Healthy Weston Phase 2: Our ambition and vision for the future of Weston General Hospital and emerging options to deliver it



Our objectives for today's meeting

- i. Update the HOSP on the work that senior local doctors and other clinicians have been doing to develop a model of care that delivers a bright and secure future for Weston Hospital
- ii. Set out the detail of the proposal and the options for how it may be delivered
- iii. Describe the changes that would be seen and felt by any individual needing treatment hospital on a typical day
- iv. Ask the HOSP for a view on whether our proposals would constitute substantial variation
- v. Assure the HOSP that, regardless of the answer on substantial variation, we have a clear and thorough plan to engage local people and hear and consider their views.

Vision and ambition



We want Weston General Hospital to be a **thriving hospital** in the heart of the community, delivering the **care local people need most often**

We have some **fantastic opportunities** to develop local services to meet the **health needs of the population**, deliver **best practice standards** and **secure the future of Weston Hospital** for the long term

A bright and secure future for Weston General Hospital

Local clinicians have developed a model that builds on the progress made as a result of Healthy Weston Phase 1 and the University Hospitals Bristol / Weston Area Health Trust merger

We believe that our proposals:

- Preserve the current 14/7 A&E service at Weston
- Deliver better outcomes for patients of all ages
- Give a clear and sustainable service model that is more likely to attract key staff to come and work at Weston
- Drive further integration with local community and primary care services
- Mean that many more people can be treated locally at Weston.



Healthy Weston strategy

Starting Well

- Continuation of 24/7 maternity service at Weston General Hospital
- Increased number of dedicated paediatric staff working in the A&E and Seashore Centre
- Digital links to specialist clinicians at the Bristol Children's Hospital to support diagnosis and treatment
- Strengthening primary care offer to serve new housing (e.g. new Villages GP surgery under construction)

Living Well

- 24hr inpatient observation unit for all adults 16+
- Improved same day emergency care (SDEC), reducing the need for admission
- Established Safe Haven town centre service, serving 50-80 people in mental health crisis every week
- Surgical centre of excellence, designed to treat 20 - 130* extra patients every day at Weston (aged 16+)

Ageing Well

- Integrated community frailty team, supporting older people to stay well and living in their own homes
- Centre of excellence for care of older people, providing short, intense specialist inpatient care led by a multidisciplinary team, joined up with community services, to help people return to their home as quickly as possible

Healthy Weston is part of a wider programme of system improvements across BNSSG

The specific proposals for Healthy Weston Phase 2 exist within a wider programme of improvements across our health and care system, which include:

- A **Clinical Assessment Service** - providing remote consultations for people who would have otherwise been referred by 111 to A&E
- Major investment in our **Discharge to Assess** programme, so that people can be discharged from hospital quicker and are supported in their own homes, which in turn frees up bed capacity
- Creating **Virtual Wards** via a **Hospital at Home** service so that people can receive more treatment where they live
- New **Integrated Primary Care Teams** for people receiving mental health support in the community – delivered by our Locality Partnerships

All of these initiatives will support and enable our Healthy Weston Phase 2 proposals, on top of the ongoing improvements to Weston Hospital delivered by the merger with University Hospitals Bristol



What challenges will we be able to address?



The health needs of the population are changing: The population is growing, getting older, living with more long-term conditions and there are significant inequalities amongst local communities



The current model of care is unsustainable: Some health services at Weston General Hospital are not able to consistently meet national and local clinical quality standards because of low activity volumes and shortages of specialist staff



Whole-system changes are required to ensure timely access to equitable, integrated care: The introduction of integrated care systems and the merger of Weston Area Health Trust with University Hospitals Bristol give opportunities to improve patient care across the system, increasing access and continuity of care



There is an opportunity to better use our resources: Healthcare resources are limited nationally and across our system, and the COVID-19 pandemic has put further pressure on them. We must invest wisely to get the greatest outcome for local people for every NHS pound we spend.

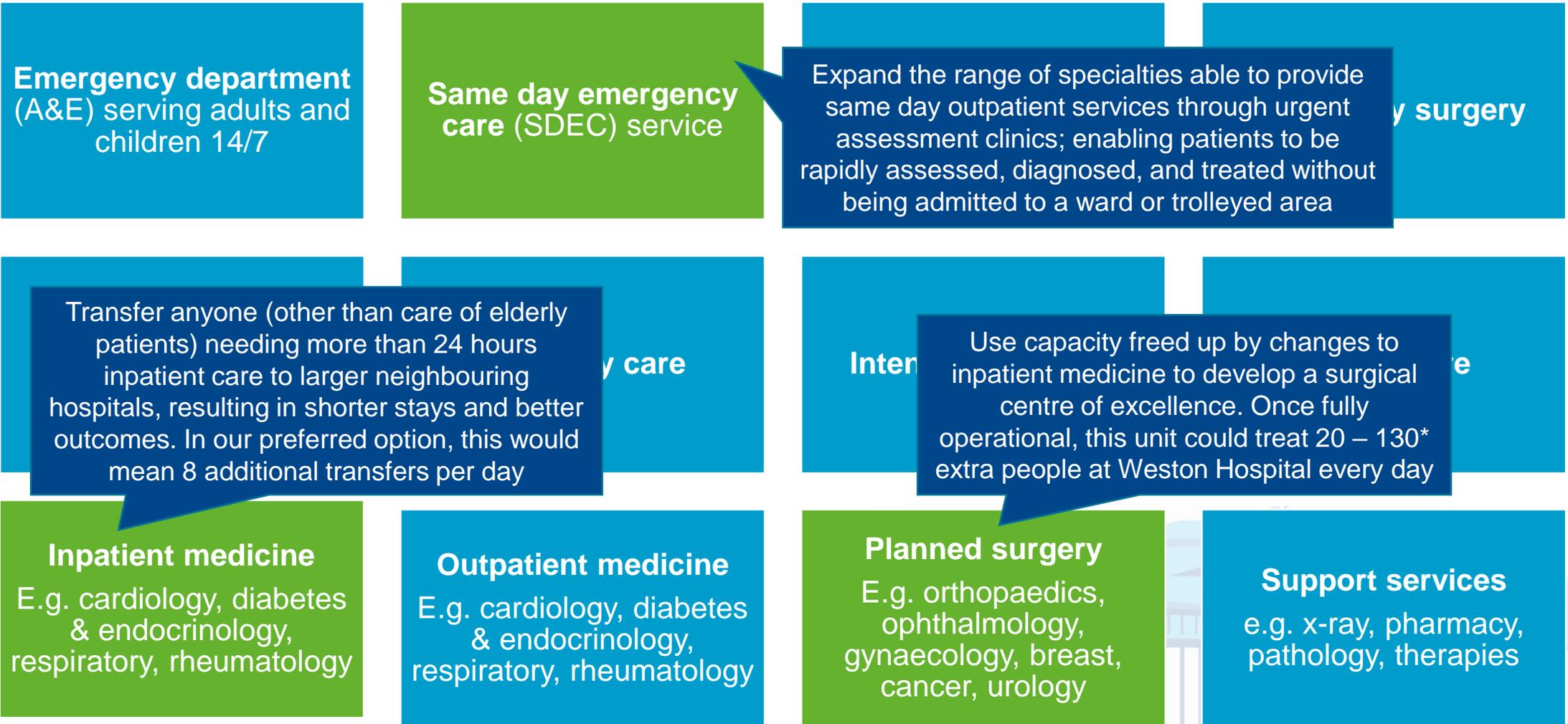
Proposed service changes under Healthy Weston Phase 2

| | | | |
|---|--|--|---|
| Emergency department (A&E) serving adults and children 14/7 | Same day emergency care (SDEC) service | Specialist stroke inpatient rehabilitation | Emergency surgery |
| Children's services Seashore Centre | Maternity care | Intensive care unit | Cancer care |
| Inpatient medicine E.g. cardiology, diabetes & endocrinology, respiratory, rheumatology | Outpatient medicine E.g. cardiology, diabetes & endocrinology, respiratory, rheumatology | Planned surgery E.g. orthopaedics, ophthalmology, gynaecology, breast, cancer, urology | Support services e.g. x-ray, pharmacy, pathology, therapies |

| | | |
|-------------|---|---|
| Key: |  | = No change proposed as part of Healthy Weston Phase 2* |
| |  | = Change proposed as part of Healthy Weston Phase 2 |

* Note: Services marked as “no change” in this slide will continue to make usual ongoing improvements, but outside of the remit of Healthy Weston Phase 2

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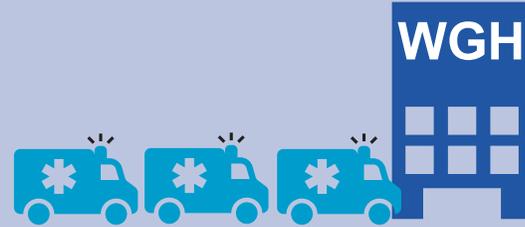
* The number of patients each day would be dependent on the type of operation or procedure carried out. The range shown here is based on two common procedures: hip replacements and cataract operations. Note: full delivery of this change would require capital investment.

Local clinicians have developed two options for how the changes could be delivered



Option 1 (not favoured)

Patients in ambulances (other than care of elderly patients) who may need more than 24 hours specialist medical inpatient care **are taken straight to another hospital**



Option 2 (favoured)

Patients in ambulances **are taken to Weston as they are today and assessed**. If they need care that is best delivered elsewhere, they are transferred to another hospital

Although the evaluation and assurance process is still in train, the programme's Clinical Design Group is strongly in favour of Option 2.

This is because Option 2, when compared to Option 1:

- ✓ treats more emergency cases at Weston
- ✓ reduces emergency ambulance journey times
- ✓ reduces the number of non-elective beds displaced to neighbouring hospitals
- ✓ gives Weston staff a wider range of patients to treat, thereby aiding recruitment and retention.

What the changes would mean

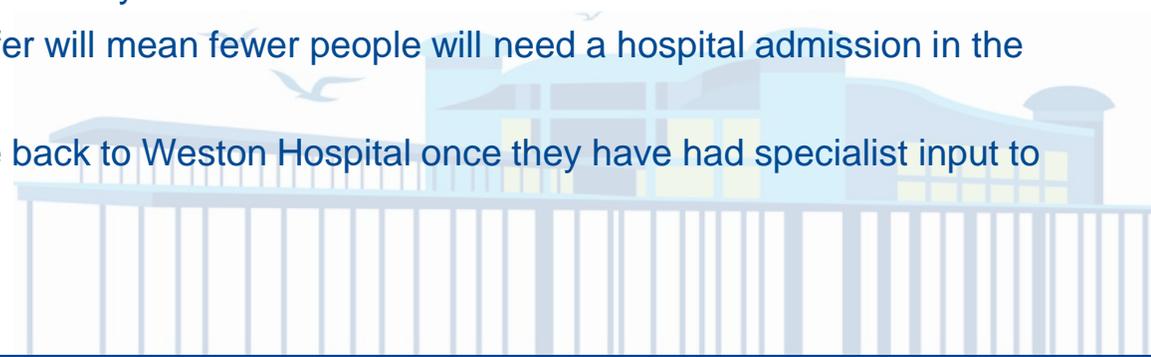
| | Current | Option 1 (not favoured) | Option 2 (favoured) |
|---|---|---|---|
| Bed capacity at Weston Hospital | Elective (planned care): 28 Non elective: 247 Total bed capacity: 275 | Elective (planned care): 119* Non elective: 156 Total bed capacity: 275 | Elective (planned care): 111* Non elective: 164 Total bed capacity: 275 |
| Weston A&E attendances (per day) | 137 | 119 | 137 |
| Ambulances going to Weston A&E (per day) | 34 | 16 | 34 |
| Additional people transferred from Weston A&E to another hospital (per day) compared to now | N/A | 5 extra | 8 extra |
| Extra non-elective beds needed at other hospitals (and % increase in their total non elective admissions) | Bristol Royal Infirmary | 28 beds (4.4% increase) | 19 beds (3.1% increase) |
| | Southmead | 13 beds (1.8% increase) | 9 beds (1.2% increase) |
| | Musgrove Park | 18 beds (3.6% increase) | 12 beds (2.5% increase) |
| Extra surgical procedures at Weston | N/A | 24 -128 extra procedures per day** | 22 -114 extra procedures per day** |

* Note: full delivery of this change would require capital investment.

** The number of patients each day would be dependent on the type of operation or procedure carried out. The range shown here is based on two common procedures: hip replacements and cataract operations.

Travel

- We know people care deeply about travel, transport and where they go for their care, and we understand changes to where care is provided can make it difficult to visit loved ones in hospital
- **Our proposals would mean significantly more people than now would be able to receive planned operations and procedures at Weston General Hospital**
- **Bringing more planned operations and procedures to Weston would also mean many local people would no longer need to travel to Bristol for outpatient appointments before and after their procedure. For example, someone living in Weston who needs a cataract operation currently has to travel to Bristol 4-5 times for each eye treated – this would no longer be the case**
- However, both options would result in some people having longer ambulance journeys in an emergency and/or having their inpatient care in a different hospital
- There are a number of things that will lessen the impact:
 - ✓ The most life threatening emergencies (e.g. stroke, major heart attack and major trauma) already go by ambulance direct to larger specialist centres, improving outcomes for patients
 - ✓ People going to hospitals for specialist services will have a shorter length of stay and better outcomes
 - ✓ Strengthening our community service and same day emergency care offer will mean fewer people will need a hospital admission in the first place
 - ✓ Where possible, people who are transferred to other hospitals can come back to Weston Hospital once they have had specialist input to finish their inpatient stay closer to home.

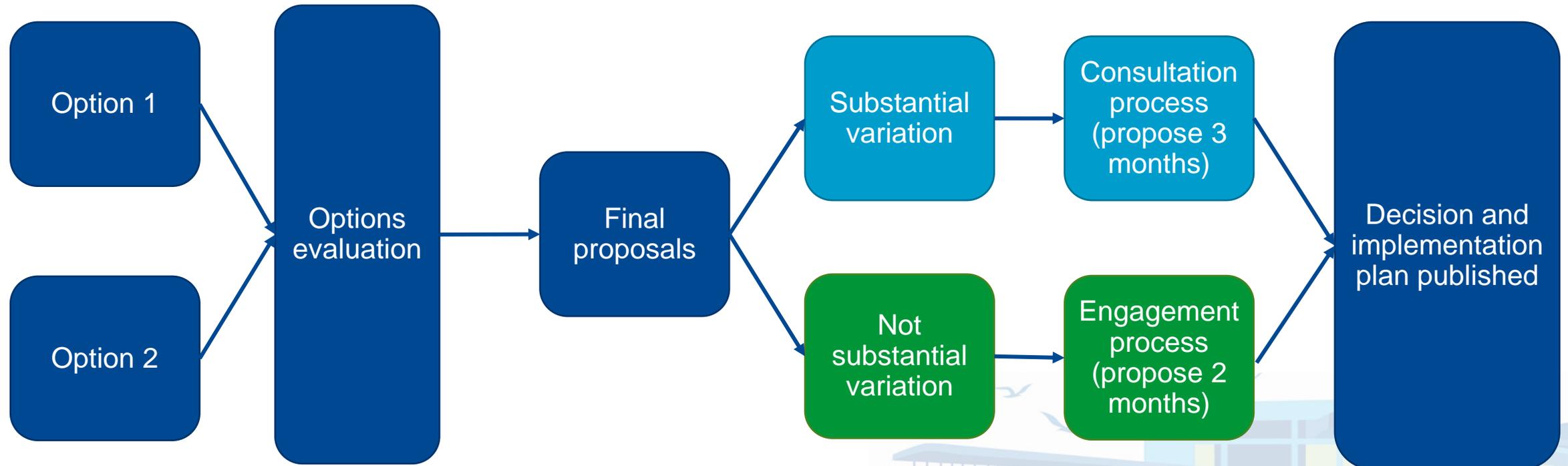


In summary

Our favoured option delivers on our vision of Weston as a dynamic hospital at the heart of the community because:

- **A&E services would remain the same**, with the same number of walk-ins and ambulance arrivals
- there would be **no changes to 9 of the 12 key service** areas at Weston General Hospital (over and above ongoing service improvements)
- we could **significantly expand same day emergency care** and **planned care** services (which would help with Covid backlog recovery)
- it would mean that **8 additional people per day** would be **transferred to a neighbouring hospital** for specialist inpatient medical care, delivering better outcomes and a shorter length of stay for those patients
- this in turn would mean that we could deliver between **22 and 114 extra surgical procedures** on the Weston site every day (dependent on type of procedure and full capital funding).

Next steps





Discussion