

Barnet, Enfield and Haringey Organisational Change Feasibility Study

Implementation of the Barnet, Enfield and Haringey Clinical Strategy

BEH Organisational Change Feasibility

John Goulston, NHS London



Background

8 July 2011

The IRP submitted its recommendations to the Secretary of State for Health:

- BEH Clinical Strategy should be implemented
- Representations made to the IRP which suggested that the needs of Enfield residents may be better served by the separation of the Barnet and Chase Farm NHS Trust allowing for the creation of a new Foundation Trust comprising North Middlesex and Chase Farm hospitals

12 September 2011

Secretary of State for Health announced that he accepted the IRP recommendations

12 September 2011

Secretary of State for Health directed NHS London to work with Barnet and Chase Farm and North Middlesex NHS Trusts to assess the feasibility of transferring Chase Farm to the North Middlesex University Hospital NHS Trust

16 December 2011

NHS London report due to Secretary of State for Health

Scope and criteria

Scope:

- The feasibility work is considering organisational form only
- Service reconfiguration is not within scope
- The work consider the needs of residents of Barnet, Enfield and Haringey

Criteria:

- Based on the scope of feasibility assessment the following criteria will be used to assess if the proposed organisational change:
 - supports the implementation of the BEH clinical strategy to ensure that sustainable improved and safer clinical services are delivered as quickly as possible for the population of Barnet, Enfield and Haringey
 - ensures the financial viability of NHS trusts and their progress towards authorisation as Foundation Trusts and does not destabilise other NHS trusts' progress towards Foundation Trust status
 - is deliverable within the current legal and policy framework with no disruption to services and patients, minimum disruption to staff and to a reasonable timetable

Options to be considered

- A full **feasibility** assessment will be undertaken for:
 - The status quo, including the capability of Barnet and Chase Farm and North Middlesex to attain Foundation Trust status in their current forms
 - The merger of Chase Farm and North Middlesex as a single trust
 - Barnet hospital as a single trust
- If any of these options are determined not to be feasible, **high-level testing** will be undertaken for the following:
 - Acquisition of any of the three hospitals by another organisation
 - The impact of including local community services and community assets
 - The merger of Barnet and Chase Farm with North Middlesex

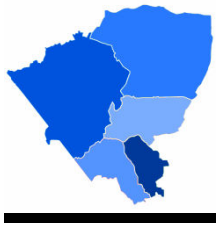
This high-level testing would include a risk assessment of the complexities of these possibilities, including legal issues and impact on staff

Engagement

- Engagement is a key part of the feasibility work
- NHS London is working closely with:
 - NHS North Central London
 - Barnet and Chase Farm Hospitals NHS Trust
 - North Middlesex University Hospital NHS Trust
- Additional stakeholder views will also be used to inform the work:
 - Commissioners (current and future)
 - Staff (clinical and non-clinical)
 - Local LINKs
 - Elected representatives

Questions

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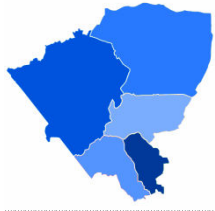
Implementation of the Barnet, Enfield and Haringey Clinical Strategy

Caroline Taylor
Chief Executive
NHS North Central London

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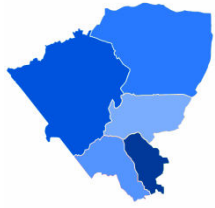


North Central London



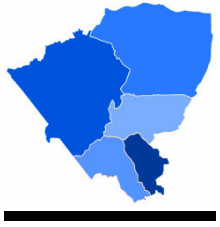
Implementing the clinical changes

- In October 2010 the Clinical Review Panel advised that the clinical case for change was still relevant, and if anything had increased in the past few years
- We need to improve health outcomes and reduce health inequalities by:
 - Improving primary and community care to deliver care closer to home and support people with long term conditions
 - Improving the quality and sustainability of hospital services



Implementing the clinical changes

- Key priorities are:
 - GPs and hospital clinicians working together to ensure services are focused on local needs
 - Working with local government and the public to ensure that service improvements are understood
 - Improvements in primary care services and premises
 - Improvements in services and buildings on the three hospital sites
 - Ensuring that the service improvements are coordinated and comprehensive
 - Ensuring that the recommendations of the Transport Working Group are taken forward
- As requested we will focus on the implementation of the strategy across primary and hospital care



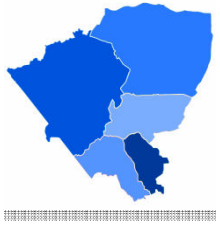
Improving primary and community care services

Dr Douglas Russell
Primary Care Medical Director
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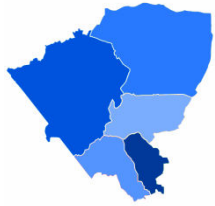


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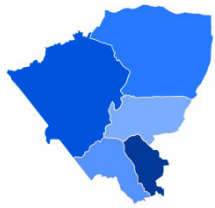
Improving primary & community services

- The development of primary and community care services underpins the Barnet, Enfield and Haringey Clinical Strategy
- We are committed to working with all partners to ensure that primary and community services are in place to support the service improvements



Improving care: Barnet

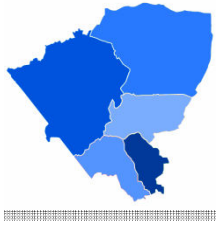
- Substantial investment in primary care in recent years, e.g. Vale Drive Centre (new LIFT scheme)
- The majority of GP practices offer extended opening hours (>90%)
- 68% of practices score above the England average for their Quality Outcome Framework (QOF) score
- 85% of residents are satisfied with the care they receive from their GP
- New GP led health centre opened in June 2010 in Cricklewood open from 8-8, 7 days a week
- There are ongoing improvements to rehabilitation services:
 - Developing local stroke rehab services
 - Working with Barnet Council to integrate services for the frail elderly



Improving care: Barnet

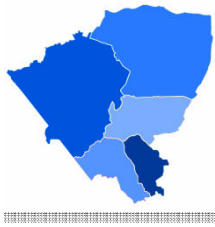
- Significant developments at Edgware Community Hospital
- Finchley Memorial Hospital will be fully redeveloped by late 2012
- Two fully functioning walk-in centres at Edgware and Finchley (collectively over 100,000 attendances a year)
- Services now provided within the community include:
 - Gynaecology
 - Cardiology
 - Urology
 - Diagnostics
 - EMT
 - Diabetes one-stop-shop
 - Dermatology
 - Ophthalmology
 - Minor oral surgery
 - COPD
 - Muscular skeletal
- In November 2011 a nurse navigation centre opened at Barnet A&E to redirect people back to GPs and pharmacies
- Continuous improvements in local services, e.g. new kidney centre at Edgware opened in October 2011





Improving care: Enfield

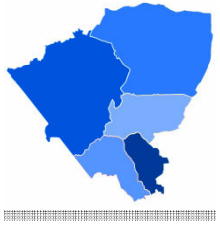
- 85% of residents are satisfied with the care they receive from their GP
- 83% of GP practices signed up to extended hours
- The GP Out Of Hours service has had positive patient feedback
- The primary care diabetes service means that the majority of patients with diabetes can be seen and treated at their GP practice
- There are more diagnostic tests delivered in GP services, including:
 - Additional ultrasounds in two practices,
 - Greater access to refer for Dexa scans, MRI and Echo tests
- Consolidation of the high number of single handed practices, including the recent consolidation of five GP practices into the Evergreen Surgery



Improving care: Enfield

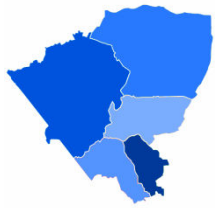
- There is a Parkinson's Disease Specialist Nurse
- The Villa at St Michael's offers a walk in Genito-Urinary Medicine clinic and a Gynaecological clinic
- There is a Sexual Health Outreach service for under-18s
- In 2011, three new services in the community:
 - Ophthalmology service at Chalfont Road Surgery – October 2011
 - Oral surgery service in two dentists in Winchmore Hill and Edmonton – October 2011
 - Gynaecology service at 808 Green Lanes – November 2011
- Improvements in screening programmes:
 - High level of coverage on cervical screening
 - In 2010 developed partnership working with Bowel Cancer UK and Tottenham Hotspur FC on awareness of bowel cancer risks and screening programmes





Improving care: Haringey

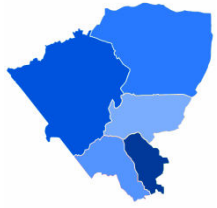
- Establishment of the Assessment and Urgent Care Centre in close collaboration with North Middlesex Hospital – GP front end
- Development of specialty-based Integrated Care Teams, including community respiratory and re-ablement
- Stroke rehabilitation provided by integrated teams of secondary, primary and social care teams delivering services that were ranked 5th nationally and top in London in a recent Care Quality Commission review of stroke services
- Anti-coagulation done by a network of community pharmacists
- Community heart failure nursing services are available at Lordship Lane and Hornsey Central
- Minor eye conditions – direct referral pathway run by local optometrists



Improving care: Haringey

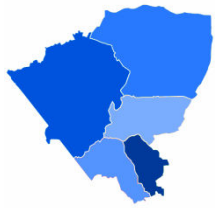
- Four large primary and community healthcare centres provide a range of care closer to home:
 - Lordship Lane (new build): community clinics for long term conditions and sexual health
 - Hornsey Central Neighbourhood Health Centre (new build):
 - Whittington provides services closer to home with weekly dermatology clinics between GPs and consultant dermatology
 - Whittington Health radiologists also do ultrasound, to which GPs can refer directly
 - Other services offered include urology and gynaecology
 - The Laurels Healthy Living Centre, St Ann's Road (redevelopment) provides phlebotomy services
 - Tynemouth Road Health Centre (refurbishment) has a focus on women's health providing obstetrics, gynaecology, midwifery, family nurse partnership





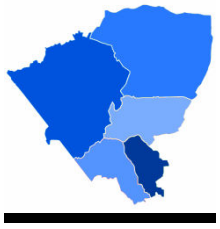
Primary care in the future

- Patient experience of primary and community care will be consistently better
- Increased hours of access and a broader range of services
- Practices working together and enhanced community support teams:
 - Care moved from the hospital setting to the community
 - Closer working with social care to provide more joined up services
 - Better support for people with long term conditions including diabetes, COPD, CHD, asthma, cancer survivorship, mental health

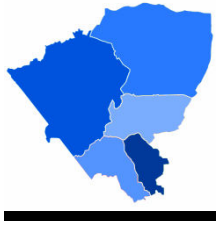


Primary care in the future

- Plans include recurrent and non-recurrent investment
- Commissioning intentions will be based on the use of robust public health data analysis on local populations
- Four major areas:
 - Clinical services and quality
 - I.T and information
 - Networks and integration
 - Premises, access and responsiveness
- Primary Care Strategy will be taken to the Joint Boards at the end of January 2012



Questions



Barnet and Chase Farm Hospitals NHS Trust

Mark Easton

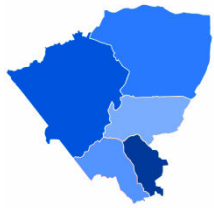
Chief Executive

Barnet and Chase Farm Hospitals NHS Trust

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North Central London



BEH Clinical Strategy creates two sites with complementary emphases

Chase Farm

Planned Care

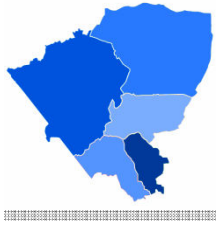
- Outpatients
- Elective surgery/Cancer services
- Day surgery
- Rehabilitation
- Urgent Care Centre
 - Paediatric Assessment Unit
 - Elderly Assessment Unit
- Enhanced recovery

Barnet

Emergency Care, Maternity & Paediatrics

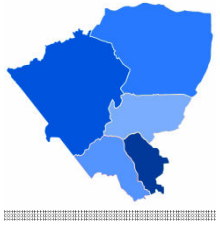
- Accident and Emergency
- Emergency surgery
- Day surgery
- Maternity (inc. Midwife-led Unit)
- Paediatrics
- Outpatients
- ITU & HDU





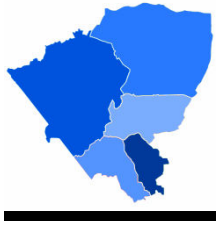
Capital works to support BEH Clinical Strategy

- Chase Farm Hospital:
 - Existing A&E conversion to Urgent Care Centre
 - Consolidate beds onto Highlands wards
 - Refurbishment of maternity building for outpatients
 - Create Elderly Assessment Unit within Highlands Wing
 - Convert ITU to overnight recovery area

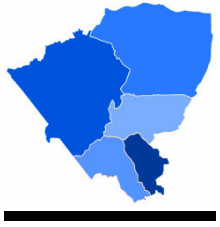


Capital works to support BEH Clinical Strategy

- Barnet Hospital:
 - Relocation of Genito Urinary Medicine to create ward space
 - Works to A&E to include sufficient resuscitation and paediatric facilities
 - Expansion of ITU/HDU capacity
 - Increase in single room accommodation
 - CT scanner
 - Changes to paediatric in- and out-patient areas
 - Remodelling of women's outpatients
 - New and remodelled maternity and neonatal facilities



Questions



North Middlesex University Hospital NHS Trust

Clare Panniker

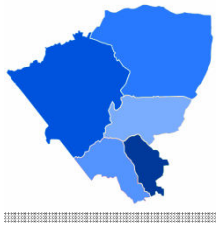
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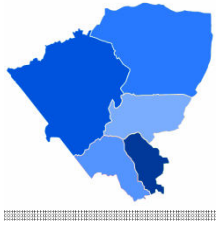


North Central London



Overview

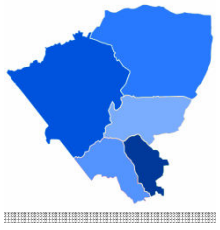
- Patients split roughly equal between Enfield and Haringey
- Nearly 140,000 visits to A&E and the Urgent Care Centre per year
- Range of specialist services provided, tailored to population needs e.g. stroke
- Modern and efficient care delivery pathways e.g. Urgent Care Centre, Ambulatory Care Unit



Outcomes

- Increased medical staff numbers
- Key player in clinical networks e.g. UCL Partners
- Recent Care Quality Commission inspection – fully compliant with quality standards for privacy, dignity and nutrition
- 92% of mothers receiving one-to-one care in labour
- Stroke scanning within 24 hours of admission: best record in the country
- 100% single sex accommodation

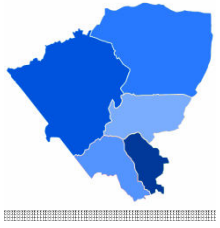




One hundred years of healthcare

Marked by the opening of £123 million development

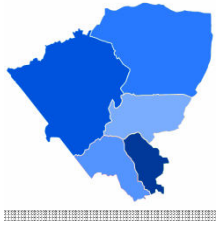




Hospital development facts

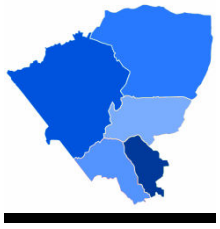
- Much larger 24/7 adult and children's A&E
- Eight new operating theatres
- Five state-of-the-art inpatient wards
- Diagnostic centre including a £1.2m MRI scanner, two CT scanners, mammography unit and four ultrasound machines
- Outpatient and day surgery facilities
- All facilities interlinked on site to enhance patient safety and experience





Further improvements to hospital healthcare

- At Outline Business Case stage
- Extra adult inpatient beds
- Extra women's and children's beds
- Paediatric Assessment Unit
- A new building to provide consultant-led maternity care at all levels, larger special care baby unit, two operating theatres, women's outpatients and additional inpatient ward



Questions