



**North  
Somerset**  
COUNCIL



# Joint Health Overview and Scrutiny Committee

25<sup>th</sup> October 2019

**Report of:** Bristol, North Somerset and South Gloucestershire Clinical Commissioning Group.

**Title:** Healthy Weston: Future Services at Weston Hospital.

**Ward:** Weston-super-Mare and surrounding area.

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## Recommendation

To receive an update on the future service model at Weston Hospital following approval of the Healthy Weston Decision-Making Business Case (DMBC) by the CCG Governing Body and consultation with the North Somerset Health Overview and Scrutiny Panel (HOSP).

## Summary

On 1<sup>st</sup> October 2019 the CCG Governing Body approved the recommendations of the Healthy Weston Decision-Making Business Case (DMBC) to make the following changes to services at Weston Hospital:

- To keep A&E at Weston Hospital open 8am to 10pm, seven days per week, making the temporary overnight closure of the A&E permanent.
- To make specialist children's urgent care provision available 7 days a week instead of 5, and extending the mid-week opening hours at the Seashore Centre to match those of A&E.
- Continue to provide emergency surgery at Weston Hospital 7 days a week, closing theatres from 8pm-8am.
- Continue to provide up to Level 3 critical care for people who need single organ support at Weston Hospital.

The CCG has formally consulted with the North Somerset HOSP regarding the Healthy Weston Programme as per the delegation of duties agreed when the JHSOC was established. On 15<sup>th</sup> October the North Somerset HOSP agreed a motion to work together with the CCG to review the implementation of the service change one year after implementation (April 2021).

## Context

The Healthy Weston Programme was established in October 2017 to address long standing issues with the delivery of health care services in the Weston-super-Mare area. [The Commissioning Context](#), published in October 2017, outlined the vision for healthcare services in the area and highlighted the issues that needed to be addressed.

Following a period of public and stakeholder engagement, in October 2018 the CCG published the Healthy Weston [Case for Change](#) that focussed on four main reasons why health services need to change in Weston and the surrounding area:

1. Our changing health needs
2. Variation in care and access to primary and community care
3. Meeting national clinical quality standards
4. Delivering value for money.

Between February and June 2019 the CCG consulted with more than 3,000 members of the public, workforce and stakeholders about proposed changes to the Weston Hospital model of care. The CCG published a detailed [consultation document](#) that was heavily promoted throughout the region. In August 2019, the CCG published an [independent review](#) of the responses to the consultation.

The consulted proposals were developed and enhanced to form the [full DMBC](#) that was approved at the CCG Governing Body on 1<sup>st</sup> October.

## Proposal

Meeting national clinical quality standards to ensure high quality and safe care has been the primary driver in the development of the service change recommendations that have subsequently been agreed at the CCG Governing Body. The development of the service model has been clinically led and is supported by senior doctors from across the region.

The recommendations that have been approved are detailed below:

### Urgent and Emergency Care and A&E

- To keep A&E at Weston Hospital open 8am to 10pm, seven days per week, making the temporary overnight closure of the A&E permanent. The A&E would be staffed by a multi-disciplinary team of hospital and primary care clinicians working together. The overnight closure of A&E would be supported by 24/7 direct admissions to the hospital via referrals from GPs, paramedics and other healthcare professionals.

## Critical Care

- Provide up to Level 3 critical care for people who need single organ support at Weston Hospital. This includes short stay post-operative recovery at Level 3 and longer term intubation, where the lungs are the organ requiring support.
- Transfer people requiring critical care for two or more organs at Level 2 or 3 or people who would benefit from proximity to UHB's specialist clinical services via dedicated transfer team to UHB.
- Establish a critical care service that is digitally linked to UHB to provide oversight and monitoring from the larger unit of the people who remain at Weston Hospital.
- Repatriate people following treatment in UHB when care needs can be met at Weston Hospital.

## Emergency Surgery

- Provide emergency surgery in the daytime only at Weston Hospital. Theatres will close overnight from 8pm-8am.
- People requiring an emergency operation overnight (those who deteriorate on the ward or present to A&E in the evening) will be stabilised and transferred to Bristol for surgery.
- A small number of people who require more complex surgery will also be transferred to Bristol to receive support from specialists unavailable at Weston Hospital.
- Ambulatory pathways for emergency surgery, including rapid access to daily clinics Monday to Friday and a dedicated afternoon emergency theatre session, will be established to improve the quality and responsiveness of the surgical service.

## Acute Paediatrics

- Specialist children's staff will be available at Weston Hospital seven days a week from 8am-10pm.
- This includes extending the hours of opening of the Seashore Centre from 8am to 10pm, Monday to Friday in Weston with paediatric expertise over the duration of its opening hours on Saturday and Sunday.

The changes that were agreed will enable more than 2,000 additional people to receive care at Weston Hospital than is currently the case as well as providing a more stable platform for the hospital to meet national clinical quality standards.

The recommendations made in the DMBC are supported by key stakeholders across the area including University Hospital Bristol NHS Foundation Trust (UHB), Weston Area Health NHS Trust (WAHT), North Bristol NHS Trust, Taunton and Somerset NHS Foundation Trust, South Weston Ambulance Service NHS Foundation Trust, North

Somerset Community Partnership, Avon and Wiltshire Mental Health Partnership Trust, local GPs and Somerset CCG.

NHS England and the South West Clinical Senate (a regional body of independent experts that assess NHS change programmes from a safety and quality perspective) have assured the recommendations.

The success of changes agreed at the CCG Governing Body is also interdependent with the WAHT and UHB merger. The decision on the hospital model of care will form the baseline of UHB's Full Business Case that is being considered at the UHB Board in November. Closer working between the two hospitals is a critical enabler of some of the service changes proposed, for example, those relating to critical care.

The implementation of the recommendations, coupled with the organisational merger between WAHT and UHB, will provide a stronger platform from which to continue to redesign the local health service to better meet the needs the local people and continue to address the case for change.

The CCG engaged and consulted with the North Somerset HOSP throughout this period dating back to March 2017. The period of statutory consultation began in February 2019 and included a briefing in private and detailed discussions in public in September 2019. Following a meeting in public on 30<sup>th</sup> September 2019, the North Somerset HOSP requested additional detail on specific items related to the proposals. Additional information was provided in writing, and on 15<sup>th</sup> October the CCG presented the additional information to the HOSP members. Two votes were held: HOSP members voted against making a recommendation to the full council to immediately refer the programme to the Secretary of State for Health; HOSP members voted unanimously to support the proposals to move forward with a full review of the impact of the changes made at 12 months following implementation. The review will have the following components:

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

Approximately 20% of patients using Weston Hospital are from the north Sedgemoor area of Somerset and therefore the CCG provided a briefing to the Somerset Scrutiny for Policies, Adults and Health Committee on September 11<sup>th</sup> 2019. [Formal written support](#) for the proposals and consultation process undertaken was subsequently provided by the Chair on behalf of the Committee.

The CCG will commission these changes through contractual processes, and work with system partners to deliver the new service model. Implementation will largely be driven by the provider organisations, UHB and WAHT, with commissioning support where necessary.