

Peninsula Clinical Services Strategy – Essential Briefing

Introducing the Peninsula Clinical Services Strategy	
<p>Dr Rob Dyer, lead medical director, Devon Sustainability and Transformation Partnership</p>	<p>Tamsyn Anderson, clinical lead, Cornwall & IOS Sustainability and Transformation Partnership</p>
<p><i>The Peninsula Clinical Services Strategy brings together NHS partners across Devon and Cornwall and the Isles of Scilly to shape the future of hospital-based clinical services, ensuring their safety, quality, accessibility, resilience, performance and affordability. The strategy is vital to address some of the fundamental challenges faced by the NHS, which will escalate in the next five to ten years.</i></p> 	<p><i>By enabling clinical teams to work together across hospitals, sharing access to diagnostics and expensive equipment we aim to deliver the best standard of care we can throughout the peninsula and work together to manage waiting times so they are kept as short as possible for our population. We must live within the money allocated for hospital care so we are exploring how we can improve with the resources we have."</i></p> 

Overview – why we need to change

People living in Devon and Cornwall are experiencing longer waiting times for some of the hospital care their doctor has said they need, and many people are having to travel outside the counties for specialised services such as cardiac and paediatric surgery.

Our clinical teams are working hard to meet the increasing need for their services, but are challenged by difficulties in recruiting essential staff and their access to specialised facilities and equipment.

This strategy will set out the changes needed provide high quality, resilient and affordable hospital services. By working in partnership between hospitals and with GP and community services we want to provide the right care by the right clinician to deliver real improvements for people who need our care.

Through this strategy, which is led by local doctors and will involve clinicians and hospital managers from each trust, we want to spread collaboration, clinical

networking and best practice in the services where we are facing our greatest challenges.

Some of our clinical teams are already working in this way, delivering integrated services between hospitals and in partnership with our GPs and community services – see ‘building on our track record’ below for examples.

We need to **act now** because the NHS is facing several major challenges, which will escalate in the next five to ten years:

- **Our population is increasing** – the number of people living in the Peninsula will increase by 54,000 in the next five years – 33,000 for Devon and 19,000 for Cornwall and the Isles of Scilly.
- **More people are living for longer in ill-health** – our population is living longer due to medical advances, but often with multiple illnesses – such as cancer, heart problems and diabetes – and the amount of time people live in good health has been decreasing since 2019.
- **Preventable illnesses are increasing** – Illnesses like diabetes are on the rise which will increase the need for services to manage these long term conditions.
- **An aging population** - the number of over-85s in the Peninsula will double in the next 20 years, meaning our population will need more care for conditions that increase with age - such as cancer, heart problems, joint replacements, muscular and skeletal problems and diabetes.
- **The workforce is not available to meet these needs** – 1 in 10 nurse jobs in Devon remain vacant with about 2,000 unfilled posts across the NHS. In Cornwall and the Isles of Scilly 1 in 6 nurse jobs are vacant with over 400 unfilled nursing posts. Last year hospitals across Devon and Cornwall and the Isles of Scilly spent £30 million on medical locum staff to provide the medical cover needed for safe care.
- **NHS funding is up, but not keeping pace with demand** – funding is increasing by 3.4% over the next five years, but this is not fast enough to keep up with our population’s need for care and treatment.
- **NHS is not responding to rapid changes in demand** – the sharp rise of conditions like cancer, heart disease and dementia is outstripping our capacity to deliver good quality care, and we must adapt how we provide care – using technology and digital solutions supported by shared information, working more flexibly across professions, clinical teams and hospitals.

The purpose of this strategy is to plan the changes needed to deliver safe, high quality, affordable clinical care, which provides equitable outcomes and timely access for the people of Cornwall and Devon through a sustainable network of local and specialist hospital services that will attract and retain a high calibre workforce.

The strategy forms part of Devon’s and Cornwall and the Isles of Scilly’s **Long Term Plans** for the future of the NHS.

Developing the strategy

The cornerstone of the strategy is to continue to provide core local emergency and urgent care service services and maternity services in all the peninsula’s five acute hospitals.

These services are vitally important to the local population served by each hospital, but there are challenges to be addressed in continuing to provide some of these services to the standard that local people need and deserve.

Our clinical leaders have drawn on national evidence to define the services that are needed to support a well-functioning emergency department in each local hospital, and have also categorised a range of more specialised services:

Category	Description
1	All five hospitals will continue to provide core emergency and urgent care services with 24/7 emergency departments (ED), and maternity services, on all sites. Each hospital will be supported to provide the range of services required for the safe provision of an ED.
2	More specialised inpatient and/or outpatient services that could benefit from clinical networking or centres of excellence.
3	One Major Trauma Centre (located at Derriford Hospital), with an agreed model for the delivery of tertiary services.

The strategy will initially focus on our greatest challenges, and each Trust’s medical director led a high-level risk assessment of their services against four agreed criteria:

- **Service safety** – where safety concerns have been identified with no immediate and affordable plan to address on a sustainable basis.
- **Service resilience** – where there is significant and long-term dependence on locum/agency staff (current or predicted) to maintain the service, with no resolution available. Where facilities or equipment do not enable reliable provision, with no resolution available.
- **Service performance** – where the service is not meeting key performance standards or is significantly below performance levels elsewhere, and there is no confidence that this can be improved to acceptable levels.
- **Service cost** – where the premium cost to deliver the service in its current configuration is significantly above average cost due to the service model, over provision or other factors.

This risk assessment process identified seven service areas where there is a compelling need to change how we currently organise or deliver care. These are:

Priority area	Challenges / Opportunities	How it will be delivered
Medical and clinical oncology	<ul style="list-style-type: none"> Increasing demand National and local shortage of consultants Difficulty funding locums 	Cancer Alliance, with the oversight of the Radiotherapy Network
Paediatrics, neonatology and paediatric surgery	<ul style="list-style-type: none"> Shortage of junior / mid-level medical staff Difficulty finding locums Bring back non-complex paediatric surgery to the peninsula 	Neonatal – Local Maternity Systems Surgery – Develop existing work Paediatrics – tbc
Spinal / neurosurgery	<ul style="list-style-type: none"> Spinal: Long waits for treatment Neurosurgery: Capacity and competing pressures on ITU 	To be confirmed
Cardiac surgery and cardiology	<ul style="list-style-type: none"> Long waiting times Workforce shortages Delays in transferring patients between providers Increase capacity to treat people locally 	Peninsula Cardiac Clinical Service Delivery Network
Planned orthopaedics	<ul style="list-style-type: none"> Performance issues – RTT and long waits Cost of outsourcing 	Planned Care – Cornwall and IOS/Devon, supporting Orthopaedic Alliance
Diagnostics	<ul style="list-style-type: none"> National and local shortage of radiologists, radiographers Volume of activity that is outsourced due to capacity issues Out-of-hours access Increasing complexity of procedure 	Expand remit of existing diagnostics steering group, aligned with national requirements
Specialised commissioning	With UHP as our Major Trauma Centre being a fixed point, Specialised Commissioning will work with PCSS partners to review the options for delivering very specialised services for the Peninsula population	

The aim for these priority areas over the next six months is to generate a set of strategic recommendations for future delivery of these services setting out options for the changes needed to improve our services.

In addition to these service-specific priorities, clinical and public engagement is underway to develop proposals for the future of service delivery in Northern Devon Healthcare Trust (Hospital Services in Northern Devon). This work will form part of the PCSS Strategic Plan.

Torbay and South Devon NHS Foundation Trust has highlighted the significant challenges with the estate and infrastructure at Torbay Hospital and has requested that their work to develop service delivery options that provide practical solutions to these challenges is also included in the PCSS Strategic Plan.

Building on our track record

There is a strong history of collaboration and partnership working across Devon and Cornwall and the Isles of Scilly:

Working together

- A Mutual Support Agreement provides a way for trusts in Devon to work together to support any hospital in the county that is facing short-term service challenges that it can't manage on its own.
- Greater use is being made of St Michael's Hospital at Hayle in West Cornwall for orthopaedics to release capacity and reduce pressure at Treリスケ in Truro.

Centres of excellence for the region

- The Major Trauma Centre at Derriford Hospital in Plymouth is the specialist hospital responsible for the care of the most severely injured patients involved in major trauma for Devon and Cornwall and also provides cardiac surgery, neurosurgery, thoracic surgery and renal transplantation for the peninsula population.
- Cornwall is about to open a trailblazing adolescent mental health unit for young people, providing in patient provision for children and adolescent patients with the most acute needs. This will provide care close to home for some of our most ill and vulnerable young people who are currently travelling hundreds of miles away from their family and friends to hospitals in Birmingham, Essex, Kent and Cheshire to access treatment.
- With a headquarters in Exeter, the **Peninsula Clinical Genetics** service is for people living in Cornwall and Devon.

Bringing specialists together to work as clinical networks

- The initial priorities identified through PCSS are not the only services facing challenges and there is already peninsula-wide agreement to establish **Clinical Service Delivery Networks (CSDNs)** so that clinical colleagues can work together on pressing operational challenges in the following services: Stroke, Haematology, Neurology, Dermatology, Cardiology, Pathology, Local Maternity Systems
- **CSDNs** will be mandated to:
 - deliver the workplans identified by the PCSS process
 - critically review and challenge and reduce variation across providers in Devon and Cornwall IOS
 - Identify evidence based best practice and implement at pace
 - ensure all opportunities for collaborative delivery of services are developed and implemented to increase service resilience and future sustainability (directly influencing over reliance on locums)
 - challenge our services to work in new ways to accommodate future demand and improve effectiveness and efficiency maximising the potential of digital opportunities
 - respond to the NHS Long Term plan deliverables

- The three trusts in north, east and south Devon are now working at pace to develop a networked, partnership approach for three specific clinical areas: cardiology, neurology and dermatology with an agreement to consider other priorities for joint working. In each of these key acute services, one or all of the providers has a challenge with operational, clinical or financial sustainability. Initial conversations with the teams directly involved across all three trusts has illustrated early and significant opportunities to improve quality and experience for patients, through reduced variation in waiting times and greater service resilience and provision

The PCSS builds on this track record of regional collaboration that demonstrates a willingness to embrace new ways of working to deliver high quality and efficient services.

PCSS – next steps

The priority areas were approved by the STPs in Devon and Cornwall and IOS in June and July 2019.

Project teams for each priority area will now:

- Assess the current provision, demand, population need and equality of access for each priority area
- Research new ways of working, for example by using technology to support new models of care
- Explore options for new ways of working
- Propose a preferred option and carry out a detailed quality, equality and impact assessment
- Develop an implementation plan and timeline

Each project team will be led by a clinical lead, a system executive and a change manager, with inclusive membership that supports the redesign of the entire care pathway for the service, seeking input from subject experts across hospital, community, general practice and user experience as the work of the strategy progresses.

Public engagement on the strategy will be part of the wider engagement process for both STPs' Long Term Plan.

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