

## Scarborough Acute Services Review

### Question and Answer sheet – March 2019

In Scarborough and the surrounding areas, local health and care organisations are working in partnership to improve services for local people. We are working together to find ways of getting the best from our local hospital services.

Local NHS partners have agreed to undertake an independent review of the configuration of Scarborough acute hospital services. We are working together because we want to find ways to provide the best possible hospital services for the people of the Scarborough area and make the best use of the money, staff and buildings that are available to us. This may include delivering some aspects of care outside of hospital altogether to better meet the needs of local people.

This review is part of a wider programme of work to improve the health and wellbeing of local people in Scarborough and beyond. You can find out more about the work being undertaken by the Humber, Coast and Vale Partnership [on our website](#) or by watching this [short video](#).

#### 1. What is the Scarborough Acute Services Review?

The Scarborough Acute Services Review is an independent review of services currently provided in Scarborough hospital. The review will look at how we can do things differently to get the best possible hospital services for people in the Scarborough area.

Through the review we will seek to understand the clinical, operational and financial drivers that support a case for change, moving from tactical, piecemeal improvements or service developments towards a clinically and financially sustainable model fit for the future.

The process will involve a detailed appraisal of existing services, prioritisation of key sustainability issues, evidence-based evaluation of options and recommendations for future service delivery.

#### 2. Who is involved?

The review has been initiated voluntarily by the organisations involved in the Humber, Coast and Vale Health and Care Partnership working in the Scarborough area.

The review is overseen by a steering group, which is currently chaired by a Scarborough GP and includes representation from the following local health and care organisations:



- York Teaching Hospitals NHS Foundation Trust (YTHFT), which runs Scarborough Hospital
- Scarborough and Ryedale Clinical Commissioning Group, which is responsible for commissioning (buying) health services in the area
- East Riding of Yorkshire Clinical Commissioning Group
- Humber, Coast and Vale Health and Care Partnership

Phase one of the review was supported by an independent organisation (called McKinsey) who provided analytical support and additional expertise during the initial phase of work. Other partners may provide support and expertise throughout the review process, including Royal Colleges, NHS national bodies and other expert organisations, such as the Nuffield Trust.

The review is just one part of the overall approach to improving health and wellbeing in our local area. At the same time as the review, we are continuing to develop more ways of treating and caring for people in their own homes and local clinics, so that they don't need to go to hospital. Examples of how we are working together to do this are on the Humber, Coast and Vale Partnership website: [www.humbercoastandvale.org.uk](http://www.humbercoastandvale.org.uk).

### **3. Why change? My local services are fine, why are you trying to change them? Why can't we just leave things how they are?**

Healthcare is changing. In the last 15 years, there have been great advances in medical knowledge and technology, and the development of increasingly sophisticated and specialist treatments and procedures. Our population is growing and getting older. As we age we are more likely to develop one or more long-term physical health conditions. Men in our area are more likely to suffer strokes and heart attacks. On average they die younger than men in other areas.

The future of Scarborough Hospital is an important local issue. Scarborough Hospital is an essential and valued part of the local health service. It faces a range of challenges which we must seek to address: a changing population with changing needs, variation in access to primary (GP) and community services, significant hospital staffing vacancies, low patient numbers for some specialist services that can only be provided safely at a larger scale, and the need to get the best value for money for every pound we spend.

Our aim is to ensure Scarborough Hospital remains a thriving hospital and continues to deliver a range of important services as a central part of the community. We want the hospital to offer local people the best possible care by working collaboratively with community-based services, GPs and other hospital providers to help people remain healthy and independent throughout their lives.

So far, changes to hospital services have tended to focus on specific services, particularly those facing the biggest challenges in terms of workforce shortages and changing demand, but we

need to look at the services the hospital provides as a whole to ensure we can continue to deliver good quality care that is fit for the future.

#### **4. Is it all about saving money?**

NHS services constantly need to change and adapt. We face a number of significant challenges such as rising demand, challenges meeting national clinical quality standards, staffing shortages in our hospital and a shortage of GPs locally. These challenges mean that change is necessary to ensure the future of our health services.

We want Scarborough Hospital to remain a thriving hospital and to continue to deliver a range of important services as a central part of the community. This means we need to refocus services to make sure they meet the changing needs of our population and that we use the staff, estate, buildings and equipment to their maximum capacity, making it much more efficient to run.

We also need to ensure that we spend NHS resources wisely and that the services we provide are safe, sustainable and affordable within the resource allocated to us.

#### **5. Is it all about cutting services or closing local hospitals?**

The review is about finding the best way to use the buildings, staff and money we have within our local health system in the most effective and efficient way and that best meets the needs of local people. There are national and local shortages in a number of specialty areas for doctors, nurses and other clinicians. We need to look at doing things differently and consider how to make the most of the workforce we have and how we can attract new people to come and work in our area.

There are many ways in which local services might change in the coming months and years, in particular, we are looking to offer more services closer to home in local clinics, care homes and other community locations so that people don't have to go to hospitals for some treatments that are provided from hospitals now. Even with these changes, we know we will continue to need hospital-based care for many patients and that is why we are working together to plan for the future of those services so we can continue to provide care that meets the needs of local people in Scarborough and the surrounding areas.

#### **6. Is my A&E going to close?**

At the start of the review all partners were absolutely clear in their belief that there was a need for Scarborough Hospital to have an emergency department. The evidence gathered so far in the review supports this. We now need to build on this work and develop our workforce

models to make sure that people who live in the Scarborough area can continue to access the care they need now, and the care they will need in the future.

## **7. Is this about centralising all services in York?**

We want Scarborough Hospital to remain a thriving hospital and to continue to deliver a range of important services as a central part of the community.

We want Scarborough Hospital to become a place where you can receive great care in the areas that our population really need, for example, services for frail and older people. We also want local people to continue to access high quality specialist services – the sort that most people don't need very often – in neighbouring hospitals, such as York or Hull, when they need to. We are working together to ensure we deliver services as locally as possible, including looking at new ways to provide care closer to home in GP practices or other community venues. Where it is necessary to secure better outcomes for patients, we will continue to partner with neighbouring hospitals to deliver more specialist care.

We have a great opportunity to use Scarborough Hospital more effectively and efficiently. We are committed to Scarborough Hospital remaining a thriving hospital and continuing to deliver a range of important services as a central part of the community, but we will need to make changes to better meet the most common needs of our local population taking account of recruitment pressures and meeting national clinical guidelines.

## **8. Will staff lose their jobs as a result of the review?**

We have excellent staff and we need to make sure we keep them and their skills within our services. We are carrying a number of vacancies within Scarborough Hospital as well as facing shortages in other parts of the health and care workforce, such as GPs and district nurses. The review is focused on looking at how we can use the workforce we have most effectively and help ensure that we attract staff and fill our vacancies for the benefit of our patients.

As clinical practice changes and develops, the roles that our staff and clinicians play will continue to change and develop and this review is no different in that regard. The way we have structured the review will give the clinicians who deliver services on a day to day basis the opportunity to put forward their ideas for the best way to deliver those services now and for the future. We want to explore new ways of working and create opportunities with our staff, which put our local hospitals in the best position to attract even more staff moving forward.

## **9. If you had more money would this be happening?**

The NHS has always had to adapt and change and will continue to do so. New technologies, treatments and therapies mean that much more is possible now than it was a generation ago. The way we operate our services needs to adapt to these changes in order to offer the best care to our local populations. While there are clear financial challenges affecting the organisations involved in this review (as they are impacting on health and social care across the whole country), money alone would not solve the issues we face in delivering good quality, sustainable hospital services. Even if our financial picture was better, it would be sensible to review the ways in which we work in order to deliver the best services and best meet the needs of local people. This review is about making the best use of the resources that are available to us – this includes money but also workforce, buildings and equipment.

## **10. Don't you already know what you want to do with the services?**

So far we have only carried out the first phase of the review. This first stage has involved a detailed analysis of the existing services, how they work and how they are used, alongside data that looks at how these services may change and develop in future years as the population's needs change.

Work is now underway to plan the next phase of the review. This will involve using the information gathered so far to look at a range of possible ways these services might be delivered. It is expected that, from this work, a shortlist of possible scenarios will be developed. This will involve more conversations with staff working within the services as well as asking for patients and members of the public to share their views and experiences. All the feedback that is gathered will help to shape any recommendations from the review about what changes could be made to ensure the best possible services are provided for local people.

## **11. How much does the review take account of what is happening in local areas already?**

The review will look at hospital services in the Scarborough area, but these changes will happen in the context of other changes to local services. In particular, we are looking to offer more services closer to home in local clinics, care homes and other community locations so that people don't have to go to hospitals for some treatments that are provided from hospitals now. We will ensure that throughout the review process local service developments in 'out of hospital' care will be taken into account in plans for hospital-based services. Out of Hospital services are also currently challenged by a lack of some health care professional groups for example GPs so in tandem out of hospital plans are being agreed and will be implemented across the next few years. Where work is already underway to make improvements for local people, or to address local issues, this will be taken into account.

**12. If I am a current patient in one of the services that the review will look at does that mean I am not getting a quality, safe service now?**

All our staff work incredibly hard to ensure they consistently provide the best quality care and hospital services for local people and when the quality or safety of any of our services is compromised, we take swift action to address this.

Like many other hospitals across the country, our hospitals are under pressure from issues such as rising demand, workforce and resource challenges and meeting quality standards. This is why we need to look at how we can work differently now to make sure we can continue to provide good quality services for years to come.

**13. How can I get involved?**

There are lots of ways you can get involved.

As we have been thinking about the need for change at Scarborough Hospital we have listened to what staff, local communities and patient groups would like to see happen. In October 2018 more than 350 people came to public meetings and nearly 150 people completed an online survey. In addition, interviews and drop-in sessions were held with staff at Scarborough Hospital.

As we enter into the next phase of the review, we are committed to providing further opportunities for patients, the public and staff to put forward their views and ideas on the future of hospital services in the Scarborough area. We will publish updates about the programme and ways to get involved on our website and the newsletters of each of the partners involved in the review.

You can share with us your ideas about how to tackle the challenges highlighted in our document – the need for change – via our online survey <https://www.surveymonkey.co.uk/r/ScarboroughCaseforChange> which will be open from **19<sup>th</sup> March to 20<sup>th</sup> May 2019**. You can also sign up for further updates and information on the review website: <https://humbercoastandvale.org.uk/scarboroughreview/>