



**Presentation to**  
**Stockton Overview and Scrutiny Committee**  
**21 February 2011**

## Momentum - pathways to healthcare



There are three elements to the Momentum – pathways to healthcare programme; the redesign of care pathways, delivery of care closer to home from new community based facilities and a new hospital to replace the existing two in Hartlepool and Stockton.



Our vision for health care . . . . . remains the same.

“A patient centred and clinically driven local NHS responsive to the needs of local people, delivering the best quality care available in an integrated and efficient way, in first rate facilities as close to home as possible by well trained professionals using state of the art knowledge and equipment.”



Delivery of our vision will mean that we have .....

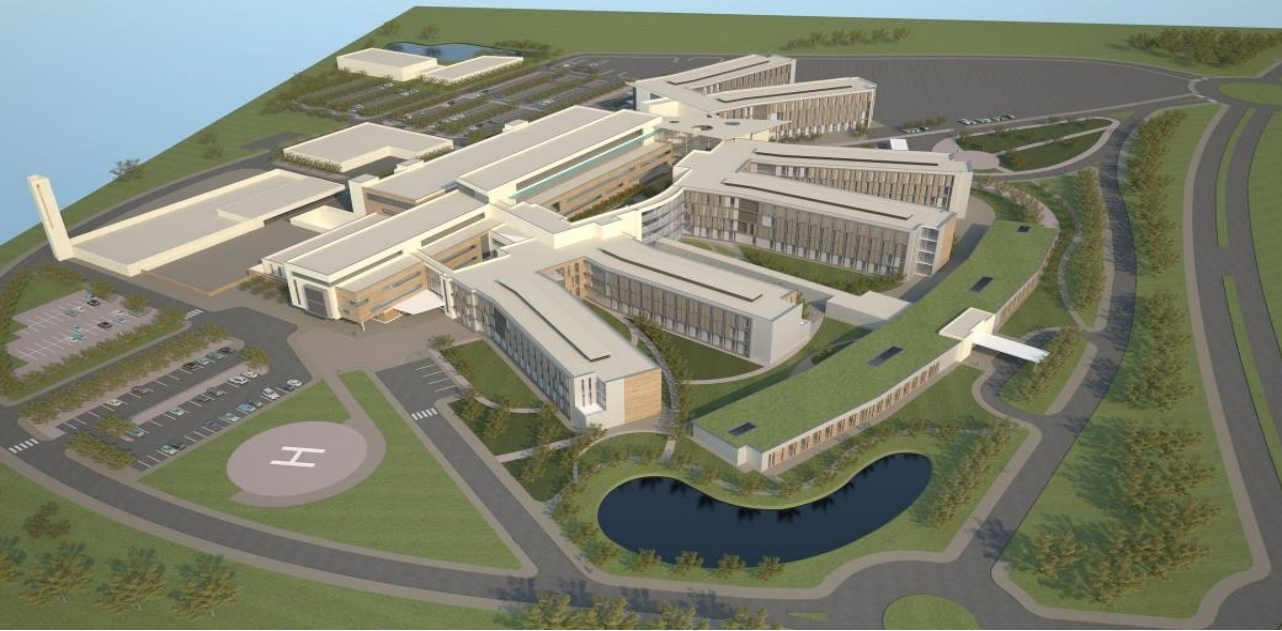
## Better Services

- Continued focus on prevention and appropriate self care
- Extended roles for GPs and primary care
- More locally based care, assessment, diagnostics, treatment and care management
- Sustainable high quality emergency care services
- Increased choices of service provision
- Proactive management of long term conditions
- More integrated health and social care service provision
- Reduced waste and improved access
- Staff supported to care for patients

## Better Facilities

- Great places to get better, work and visit
- Inspires confidence in our patients and helps them to keep well
- Supports our new healthcare model and health needs
- Hospital with near 100% single rooms
- Acute care provision using cutting edge technology, fabric and equipment
- That are 'low carbon'
- Facilitates that are efficient and cost effective
- Spaces that are innovative, flexible and sustainable

The vision is constant..... the journey is dynamic.



## The New Hospital

- Revised Outline Business Case
- Starting to Build in July 2013
- Open the doors in 2016



# A world class hospital, giving best value for money

Original scheme  
634 beds



Revised scheme  
626 beds\*



## Reducing the capital cost

- 1 £66m – VAT on scheme recoverable under PFI
- 2 £34m – Equipment to be funded from the sale of the two hospitals with the remainder leased or provided through a managed equipment service contract
- 3 £40m – Buildings to be leased separately providing operational flexibility at lower cost
  - a Rehabilitation facility for patients who need this type of care before going home
  - b Trust headquarters, training and education, cold pathology and energy centre
- 4 £20m – reorganising wards, rooms and circulation space to reduce the building by one storey
  - c 30 bedded wards rather than 24 bedded wards
  - d Bedrooms - reduced size but still 100% single patient bedrooms - 35% bigger than our current single rooms.
  - e An increase in the number of operating theatres from 12 to 14 plus two maternity theatres and a change of design but still 40% bigger than our current operating rooms.

\*Revised scheme based on updated health need information

January 2011

## Key milestone dates

Milestones	Date
Trust Board Approval	27/1/11
NE SHA Board Endorsement	10/3/11
PCT Board Endorsement	23/3/11
OJEU Notice	27/4/11
Issue Invitation to Participate in Dialogue 1	29/6/11
Issue Invitation to Participate In Dialogue 2	16/11/11
Close Dialogue	11/5/12
Approve Appointment Business Case	1/11/12
Confirm Selected Bidder	1/11/12
Approve Final Confirming Business Case	31/5/13
Financial Close	5/7/13
Building Handover	5/8/16
Commissioning and Occupation	10/12/16

## The New Hospital

## Detailed Project Plan and Timetable

# Development of Community Based Facilities

*Momentum: where healthcare could be provided*

Care at, or close to home



Care at health centres or GPs' surgeries



Care in an integrated care centre or diagnostic and treatment centre



Care in hospital





## Community Facilities

### One Life Centre Hartlepool

- Now Open

### Stockton Integrated Care Centre

- Alma Street Site Purchased

### Billingham Care Centre

- Discussions with Stockton Borough Council ongoing

### Yarm Care Centre

- Consultation and planning of a new facility is progressing well

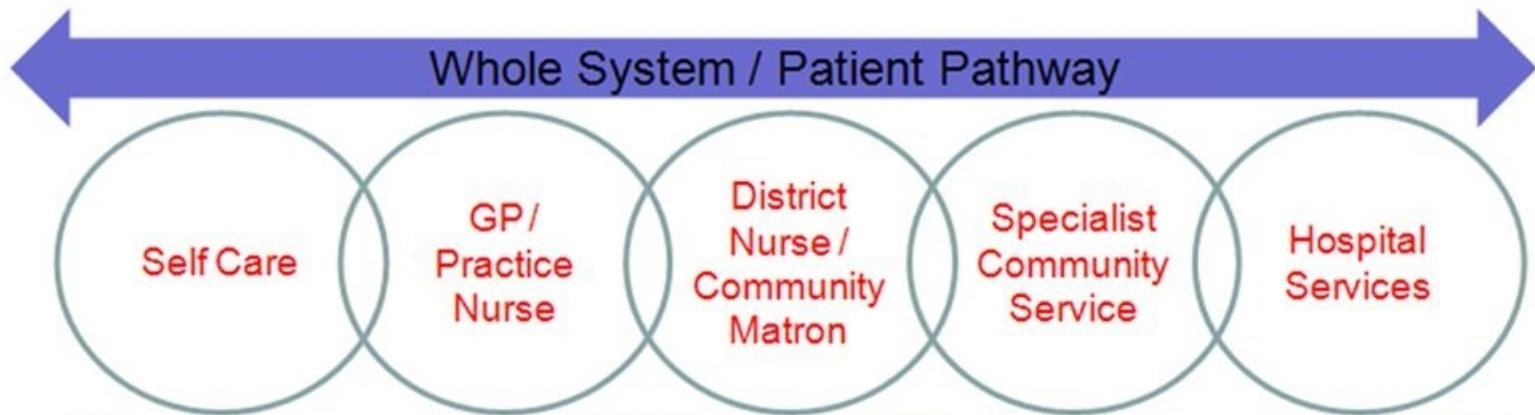


Not just a new hospital or new  
community facilities.....



It is about changing the way we do things to  
deliver the Capacity Plan.....

# Service Transformation



Clinical Pathway Projects

Enabling Projects

Reducing Un-necessary Admissions and Length of Stay

# The Service Transformation Projects

## Clinical Pathways - Beds

Diabetes  
Respiratory  
Cardiology  
Stroke  
Orthopaedics  
Digestive System  
Paediatrics  
Oncology  
Other General Medicine  
Other General Surgery  
Urology

## Enabler Projects

Informatics  
Workforce  
AHP and Therapies  
Prescribing  
Intermediate Care/ Community Services  
A&E/MIU  
Diagnostics  
Outpatient Provision  
Elderly Care  
Capacity Plan & Benefits  
Communications and PPI  
Telehealth  
Estates

## Clinical Pathways - Other

Haematology (Blood disorders)  
Haematology (anti Coagulation)  
Rheumatology  
Gynaecology  
Parkinson's Disease  
Pain Management  
Breast Care  
Vascular Care  
Maternity and Newborn

The work of the original '46' Projects continues, organised slightly differently.

# What's happening now...? For example.

- Patients with established Type 2 diabetes are accessing an enhanced education programme to facilitate self care
- Patients with newly diagnosed Type 1 Diabetes can now also access an enhanced education programme
- The Professional Education Programme in Primary Care commenced in January 2011
- Telehealth for respiratory patients is being piloted and evaluated, alongside the development of an integrated respiratory service working across the acute and community teams
- Coronary Heart Disease – Staff are currently implementing guidelines to standardise work between acute and community teams. For those patients requiring Pacing, this service is now available at University Hospital of North Tees.
- Patients who have had a Stroke and are still in hospital are now provided with a weekend inpatient therapy service (pilot)

# What's happening now...? For example.

- Hartlepool patients with rheumatoid arthritis can now self inject Methotrexate at home, supported by the rheumatology team from the Trust and their own GP
- Patients on anti-coagulation therapy can now have their blood tests done in the community rather than having to go to the hospital
- 'Tough Books' are being used by community service staff to increase the time they spend with patients and ensure that they have access to the most up-to-date patient information at all times and are able to update this at the point of care
- Community services and some GPs are able to access the Trust Pathology results electronically (ICE)
- A dedicated workforce team has been established to support the transition for staff across all service transformation projects
- The scale and scope of the new hospital build and supporting community capacity continues to be reviewed as new intelligence becomes available
- The Independent Review of A&E services in Hartlepool will be completed by mid March 2011

# What is happening Next? For example

- Diabetes – we have been approached by Easington to extend our shared care protocols and guidelines to their patients. Self care training and support will continue
- Explore the extended use of Telehealth to potentially benefit both respiratory and heart failure patients
- Additional cardiologists and other staff to be recruited in order to provide more cardiology services closer to home and specifically to increase the capacity for pacing to ensure all of the local demand can be met
- The pilot weekend inpatient therapy service for Stroke patients will be evaluated.
- The implementation of a single rehabilitation team for Stroke patients will be initiated

# What is happening Next? For example

- Self injection of Methotrexate for patients with rheumatoid arthritis will be rolled out to the patients in Stockton
- An audit of patients with a particular type of blood disorder will be completed to inform the future level of non-face to face follow up outpatient appointments
- The Acute Oncology team will be further expanded to ensure cancer patients receive a timely specialist review to avoid unnecessary admissions and reduce length of stay
- The use of 'Tough Books' will be further extended in community services
- Extend the use of ICE for pathology results
- Anticipate a move to non-face to face review of patients in receipt of TENS therapy, mainly for lower back pain



# Service Transformation Themes



Self Care



GP /  
Practice  
Nurse



District  
Nurse /  
Community  
Matron



Specialist  
Community  
Service



Hospital  
Services

- Patient empowerment via self care (e.g. Diabetes)
- Further training in Primary Care (e.g. Respiratory)
- Integrated Acute and Community Teams (e.g. CHD, Respiratory, Orthopaedics)
- Extended use of Telemedicine (e.g. CHD, Respiratory)
- Early Supported Discharge (e.g. Stroke)
- Intermediate care provision
- Common information systems

The vision is constant..... the journey is dynamic.

Service Transformation is starting to change patient care and how we do things.

Planning of new community facilities and new hospital is progressing well.

## Summary