

Humber Acute Services Programme

Programme Update (March 2021)

Overview

The Humber Acute Services programme is designing hospital services for the future across the Humber region in order to deliver better and more accessible health and care services for the population. Work is underway across the following three programmes of work:

- **Interim Clinical Plan** (Programme One) – stabilising services within priority areas over the next couple of years to ensure they remain safe and effective, seeking to improve access and outcomes for patients. More details on the Interim Clinical Plan are set out in the [stakeholder summary](#).
- **Core Hospital Services** (Programme Two) – long-term strategy and design of future core hospital services, as part of broader plans to join up services across all aspects of health and social care.
- **Building Better Places** (Programme Three) – working with a wide range of partners in support of a major capital investment bid to government to develop our hospital estate and deliver significant benefits to the local economy and population. More details are set out in the [Building Better Places Capital Prospectus](#)

The [Case for Change](#), published in November 2019, explains in more detail why services need to change and sets out some of the challenges we face here in the Humber. The Humber Acute Services Programme is now actively designing solutions to those challenges.

Programme one (Interim Clinical Plan)

The main aim of the Interim Clinical Plan is to stabilise the identified fragile or vulnerable services to ensure services remain safe and effective in the here and now, as set out in the [Interim Clinical Plan summary](#). The eleven specialties that are part of this programme are:

- Cardiology
- Dermatology
- Ear Nose and Throat (ENT)
- Gastroenterology
- Haematology
- Neurology
- Oncology
- Ophthalmology
- Respiratory
- Specialist paediatrics
- Urology

Establishing single clinical and managerial arrangements

This is a significant priority for the Interim Clinical Plan in order to deliver fully networked services for the benefit of all patients. Making clinical / managerial changes in themselves will not result in significant or substantial service changes in terms of where and how patients receive their treatment and care; however, there will be indirect benefits to patient and their families, including:

- Improved consistency in care, treatment and administration.
- Consistent approach to clinical prioritisation and management of waiting lists across the Humber geography – ensuring equity of service for patients in all localities.
- More efficient use of clinical and non-clinical workforce capacity.

These networked arrangements will help to ensure services are better positioned to attract and retain staff and in a strengthened position to ensure equity of service across the Humber.



For the specialties within Phase One of the Interim Clinical Plan – neurology, ENT, dermatology, oncology and haematology – it is anticipated that Hull University Teaching Hospitals NHS Trust (HUTH) will host the networked services and that networked arrangements will be put in place by Summer 2021.

Oncology services

In order to ensure services remained safe, temporary changes were made to where and how some services were provided in January 2020. As part of the commitment made at the time, a review of the temporary changes is ongoing and is considering the impact on patients of the changes through capturing and analysing feedback from patients accessing oncology services between January and June 2020. The relevant patients were sent a survey in the post to fill out, in addition the survey was also hosted online and additional support such as large print, alternative languages and supported telephone discussions were offered. A separate survey was distributed to clinicians and staff groups affected by the changes.

Analysis of the feedback from patients and staff is being undertaken to inform an options appraisal exercise looking at the future delivery of oncology services. This work is expected to be completed by Spring/Summer 2021.

Haematology services

Haematology services have also been subject to temporary changes introduced on the grounds of patient safety between July and October 2020. Engagement with patients and staff affected by these changes will be undertaken over the coming months. In line with current COVID-19 restrictions, we will adopt a mixed approach combining paper and digital questionnaires. Additional support will be offered to respondents, such as large print, alternative languages and supported telephone discussions.

Analysis of the feedback from patients and staff will be completed and actively used to inform decisions about the future delivery of haematology services. This work is expected to be completed by Summer 2021.

Ears, Nose and Throat (ENT) services and Urology services

In July 2017, the NLaG Trust Board agreed a set of urgent temporary changes to ENT and Urology services on the grounds of patient safety, implemented from September 2017.

One of the first priorities for these services coming together across the two acute Trusts will be reviewing these temporary changes, to help inform the development of future service proposals. The review work will commence early in Spring 2021.

Ophthalmology services

The increasing demand for eye health services means there is an urgent need to modernise the service, reduce the flow of patients into the Hospital Eye Service and treat patients within other settings.

Planned improvements in digital connectivity between community providers and hospital-based services will improve referrals and management of patients across providers. The ability to share digital images with hospital teams will help to prevent unnecessary trips to hospital for some patients and it is anticipated these improvements will allow some patients with low risk conditions to be managed effectively by their local optician, whilst also creating more capacity within the Hospital Eye Service to treat patients with more serious conditions.

New models of care are in the early stages of development and further details will be provided in future updates. Engagement with the relevant patients and staff will form a key part of these developments.

Programme two (Core Hospital Service)

The overall objective of this programme is to design sustainable and effective service models for the future delivery of hospital services. This work is being led by our clinical teams who are currently working to design potential models of care for the following core hospital service areas:

- Urgent and Emergency Care,
- Maternity, Neonatal care and Paediatrics
- Planned Care

We will also be working closely with patients, carers, staff and the wider public to help inform the potential options and ensure the solutions we put forward have been shaped by the people who ultimately will be using the services in the future.

Our engagement includes the following strands:

- Asking **‘What Matters to You?’** to gather the views of staff, patients, the wider public and other stakeholders to ensure the decision-making process is informed by a range of views and opinions. You can access and complete the short survey [here](#), until 5 April 2021.
- A wide range of staff and clinical engagement to ensure staff teams across both acute Trusts, as well as other health and care partners, have opportunities to help shape the future.
- Working with different groups and communities to understand current barriers to accessing care and the impact any proposed changes might have on our most deprived communities and those with protected characteristics.
- Finding out how different people feel about using digital technology to access health and care services and helping us to understand how we can offer digital options without leaving some people excluded.
- Listening to new and expectant mothers, women trying to conceive and surrogates to find out how they feel about the different birthing choices available to them.
- Making sure it is as easy as possible for people to find out information about the programme and tell us what they think at any stage.
- Involving representatives of our local population in judging or appraising the possible solutions.

We have also continued to engage and involve our Citizen’s Panel – which acts as a critical friend to the programme and helps to ensure the voices of local people are heard by providing input into and critique of our plans for engagement. They also support the development of effective communications by reviewing and commenting on public-facing information to ensure readability.

The Citizen’s Panel has recently undertaken a review and refresh of the Terms of Reference and membership, which has served to strengthen representation on the Panel; specifically, in terms of geographical and Black, Asian and Minority Ethnic (BAME) representation.

Programme three (Building Better Places)

We continue to work with a wide range of partners including local authorities, universities, Local Enterprise Partnerships and development partners on proposals to develop our hospital estate and deliver significant, wide ranging community benefits in each of the four areas across the Humber.

We are seeking approval to develop a large-scale capital investment plan for our hospital estate across the Humber that will support better clinical care but also make a significant contribution to the wider economic regeneration of the region.

How to keep informed

For more information on the Humber Acute Services Programme, please visit the Humber, Coast and Vale website [here](#)

If you have any questions, please contact the review team using the following details:

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Further Reading

There is a wide range of information that has been provided through previous updates; and that is available on the review website. For ease of reference, some of these details are set out below:

- Humber Acute Services Review, An Issues Paper (March 2018), available [here](#).
- Humber Acute Services Review, Public Engagement Feedback Report (October 2018), available [here](#).
- Humber Acute Services Review, Focus Group Feedback Report (April 2019), available [here](#).
- Humber Acute Services Review, Patient Workshop Feedback Report (November 2019), available [here](#).
- Humber Acute Services Review: Case for Change (November 2019), available [here](#).
- Humber Acute Services Review: Targeted Engagement Report (February 2020), available [here](#).
- Yorkshire and Humber Clinical Senate report (May 2020), available [here](#).
- Creating a Healthier Humber prospectus (May 2020), available [here](#).
- Understanding our response to Covid-19 Rapid Insights Report (September 2020), available [here](#).
- Humber Acute Services Interim Clinical Plan – Stakeholder Summary (September 2020), available [here](#).
- Building Better Places Capital Prospectus (December 2020), available [here](#).