

Reconfiguring Acute Medical Services in Scarborough and North East Yorkshire



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Background

Scarborough and North East Yorkshire Hospitals NHS Trust provides acute healthcare to a community of 220,000 people across an area of about 1,600 square miles. The Trust serves one of the largest geographical areas of all the acute Trusts in England. The overall population density is about one fifth of the national average, however during the summer holiday season the population doubles. The annual income for the Trust is £112 million.

Objective

The programme objective was to reconfigure the provision of emergency medicine across two hospital sites in the light of national recommendations for acute hospital services. This followed previous unsuccessful attempts to achieve this major service change, and was in the context of fierce public and political opposition. Of paramount importance was the delivery of a clinically-safe service.

Our Role

Lynne Young Associates provided strategic leadership and management to deliver the major service reconfiguration, culminating in the relocation of emergency services across two hospital sites. Critical to success was the securing of clinical support from key consultants and GP consortia. We successfully led the consultation and engagement with clinicians, the local community and other stakeholders, and prepared and presented the case for reconfiguration to the Independent Review Panel. We were in regular close liaison with Professor George Alberti, the then National Tsar for Emergency Medicine, as well as the Strategic Health Authority



Outcomes

- Successfully relocated emergency medicine across two hospital sites, resulting in a clinically-safe service which delivered an increase in day case surgery and diagnostic services, and provided essential on-site Elderly Assessment Clinics
- Ensured the Trust had a clinically-safe and robust plan for a major service change that involved a number of different organisations which were committed to delivering key tasks at critical points
- Successfully navigated the local climate of public opposition and scrutiny against a backdrop of economic challenge
- For the first time locally, achieved a highly successful level of engagement across the whole health community and with key public and political stakeholders
- Instrumental in achieving a successful outcome for the Trust through the Independent Review Panel process

“ Lynne Young Associates were instrumental in supporting the Trust through the Independent Review Panel to a successful outcome. The senior programme lead immediately engaged with clinicians at the Trust developing strong positive relationships, also gaining the respect and trust of a key local public campaigner and local PCTs to ensure strategic fit between the services.

Lynne Young Associates offers sound programme management skills, excellent communication and engagement skills (tested in a very hostile environment) and a thorough and positive approach to risk management, including robust contingency planning for a complex change programme dependent on a number of different organisations. ”

Iain McInnes

The then Chief Executive
Scarborough and North East Yorkshire Healthcare