Hertfordshire NHS Trusts and CCG Summary

East & North Hertfordshire NHS Trust

At East and North Hertfordshire NHS Trust we are proud of the range of general and specialist services we provide across our four sites:

- Hertford County hospital, Hertford
- The Lister hospital, Stevenage
- Mount Vernon Cancer Centre, Northwood
- The New QEII hospital, Welwyn Garden City

We provide a wide range of emergency and inpatient services at the Lister. Outpatient, ambulatory and diagnostic care is provided at Hertford County, the Lister and the New QEII. Our maternity services at the Lister offers a midwife and consultant led unit. Our specialist services at the Lister include:

- Cardiology
- Plastic surgery
- Renal
- Stroke
- Urology

We also run the Mount Vernon Cancer Centre, one of the country’s top five cancer treatment centres, providing a range of specialist and leading edge cancer services.

Our vision is; To be amongst the best

Some quick facts about us:

- We treat over 500,000 people a year
- Around 5,800 babies are born in one of our hospitals each year
- We treat over 170,000 people as emergency patients each year
- We employ over 5,000 staff
- We have over 700 inpatient beds
- Our annual income is around £380 million
- The Trust has responsibility for day case and Ophthalmology services delivered from The Treatment Centre on our Lister hospital site.

Our Values are core to all that we do:

P – We put our patients first
I – We strive for excellence and continuous improvement
V – We value everybody
O – We are open and honest
T – We work as a team
Our summary financial position is as follows:

<table>
<thead>
<tr>
<th></th>
<th>2015/16 £ m</th>
<th>2016/17 £ m*</th>
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<tbody>
<tr>
<td>Total Income</td>
<td>£384.7</td>
<td>£406.9</td>
</tr>
<tr>
<td>Total Expenditure</td>
<td>£400.9</td>
<td>£436.5</td>
</tr>
<tr>
<td>Net Surplus / (Deficit)</td>
<td>(£16.2)</td>
<td>(£29.6)</td>
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* forecast

West Hertfordshire Hospitals NHS Trust

West Hertfordshire Hospitals NHS Trust is a large acute Trust providing inpatient, outpatient and diagnostic services to a population of approximately 500,000 people living in west Hertfordshire and the surrounding areas.

The Trust employs approximately 4,500 doctors, nurses, midwives and other staff and operates three hospitals – Watford, St Albans and Hemel Hempstead. They also provide a range of services in the local community, for instance, blood testing and maternity.

Watford Hospital focuses on emergency care with a 24/7 A&E (accident and emergency) department, intensive care unit (ICU) and a large acute admissions unit (AAU). The hospital also provides a wide range of maternity services and has both a consultant-led delivery unit and a midwife-led birthing unit. Watford also offers outpatient and diagnostic services, including x-ray, CT and MRI, and undertakes planned surgery, in particular for more complex operations.

St Albans Hospital focuses on planned care offering both elective and day surgery. The hospital also offers outpatient and diagnostic services, including x-ray and ultrasound. St Albans also provides a minor injuries unit (MIU) which is open from 9am to 8pm.

Hemel Hempstead Hospital provides a wide range of outpatient and diagnostic services, including x-ray, CT and MRI. There are also ‘step-down beds’ for patients who no longer need acute care and the hospital has an Urgent Care Centre (UCC) which is open from 8am to 10pm. Hemel Hempstead also offers antenatal and community midwifery and endoscopy services.

The 2015/16 annual report shows that WHHT ended the year with a deficit of £41.2m (the graphs can be found on page 66).

This position included a loan of £7.1m to support capital expenditure and a loan of £39m to support cash consequences of revenue trading.
For a more detailed explanation please view the annual report in full -

The Trust is still planning a £22.5m deficit which it has agreed with NHS Improvement.

**Hertfordshire Partnership NHS University Foundation Trust (HPFT)**

The Trust is currently the only Foundation Trust in the County. Foundation Trusts are membership based public benefit corporations with members electing Governors who as a body hold to account the Directors in relation to the management of the Trust. We are licensed and regulated by Monitor, the Independent Regulator of Foundation Trusts.

Our strategic objective is to be the leading provider of Mental Health and Specialist Learning Disability services in the country. Currently we provide the following services:

- Integrated health and social care to people who need mental health services in Hertfordshire.
- Child and adolescent mental health services in Hertfordshire
- Specialist health services to people with learning disabilities in Hertfordshire, Norfolk and North Essex
- IAPT services in NE Essex and Mid-Essex.

Our main commissioners are the two Hertfordshire CCGs, HCC HCS, West Essex, North East Essex, Mid-Essex and Norfolk CCGs, NHS England Specialist Commissioning Group.

We have an establishment of c.3,000 staff, with c. 25,000 individual service users open to our services. We receive approximately 37,000 referrals per annum through our Single Point of Access, delivering over 350,000 contacts and 150,000 bed days in a year. We operate from 60 sites and are rationalising our estate with a target of reducing this to 30, whilst still delivering services to natural communities within their localities.

Our £100m five year Transformation Programme which is almost complete will allow staff to deliver improved services with higher efficiency to ensure our service users, carers and families benefit from our services.

Work still in progress includes the operationalisation of Recovery Care Pathways, inpatient refurbishments and service changes to older people’s services.

We continue to live our values – Welcoming, Kind, Positive, Respectful, Professional.
Hertfordshire Community NHS Trust

Hertfordshire Community NHS Trust (HCT) is the county’s principal provider of community-based healthcare. Its services have been rated Good by the Care Quality Commission.

HCT provides a range of NHS health services for adults and children who live in the county. Our services are vast and range from school nursing, some mental health care and health visiting for children, to district nurses, diabetes services, rehabilitation in community hospitals, as well as other specialist services for adults.

The majority of the people we see are cared for in their own homes, at school, in children’s centres and local health centres or in one of our nine community wards.

In 2015/16 we cared for 1.905 million people in the community and 2,380 in our community wards. During the period we conducted 891,000 home visits.

HCT has been rated as a Level One organisation in the NHS Improvement Single Oversight Framework. The framework oversees the sector and identifies potential support needs, rating Trusts from one to four. Trusts, such as HCT which are rated as Level One, are given maximum autonomy.

The Trust is projecting an income of £145.6m for 2016/17 and we employ just over 3,000 staff, our hidden heroes. HCT is also on target to deliver a stretched surplus target required by NHS Improvement of just under £1.5m. In 2015, the Trust was identified in a Health Service Journal/Nursing Times survey as one of the top 100 NHS trusts to work for in the country.

The Trust's vision is:

'To maintain and improve the health and wellbeing of the people of Hertfordshire and other areas served by the Trust'.

The values which support the vision and which underpin the work we do each day are:

- Care - We put patients at the heart of everything we do
- Respect - We treat people with dignity and respect
- Quality - We strive for excellence and effectiveness
- Confidence - We do what we say we will do
- Improve - We will improve through learning and innovation

Our strategic objectives are that:
• We will support people to manage their own health and wellbeing
• We will improve clinical outcomes and enhance patient safety
• We will expand community services through the delivery of excellence
• We will use resources efficiently to improve services
• We will empower our workforce to deliver our vision and objectives

Further information about the Trust is available on our website at: http://www.hct.nhs.uk/

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<th></th>
<th>2015/16 (£ 000s)</th>
<th>2016/17(*) (£ 000s)</th>
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<tbody>
<tr>
<td>Total Income</td>
<td>£145,403</td>
<td>£145,604</td>
</tr>
<tr>
<td>Expenditure</td>
<td>£143,340</td>
<td>£144,125</td>
</tr>
<tr>
<td>Net Surplus</td>
<td>£ 2,063</td>
<td>£1,479</td>
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(*) Projected as at Month 10 (Jan 2017)

**East of England Ambulance Service Trust (EEAST)**

The East of England Ambulance Service NHS Trust (EEAST) is commissioned to deliver emergency ambulance services across the eastern region (covering the counties of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk and Suffolk) serving a population of around 6 million people. EEAST is commissioned by a consortium which covers the 19 CCGs in the region and this is led by Ipswich and East Suffolk CCG.

The Trust employs 4,000 staff and 1,500 volunteers who all work towards ensuring patients get the right treatment in the right place at the right time. Last year the Trust received more than 1 million 999 calls; nearly an 8% increase in the volume of calls than the previous year. While the Trust is best known for its emergency ambulances and 999 service, it also provides patient transport services (although not in Hertfordshire), special operations (such as resilience and emergency planning) and a range of commercial services.

All 999 calls are managed within the Trust’s Emergency Operations Centres which are located in Bedford, Chelmsford and Norwich. Given the high volume of 999 calls received, each patient is prioritised according to the seriousness and nature of the problem. This is to ensure those with the greatest need get help first. Patients are managed in three ways:

• Hear and treat. For some patients with minor conditions, a clinician may be able to treat them over the phone or refer them to the right service for their needs, such as a GP or pharmacist.
• See and treat. Some patients can be assessed and treated in their home without the need to go to hospital. Currently about 40% of the patients EEAST sees face to face are not taken to hospital.
• See, treat and convey. Some patients will need to be seen face to face and taken to hospital for further assessment and treatment.

Demand on the ambulance service continues to grow – it has doubled in the last ten years. EEAST is also seeing more patients present to the service with higher acuity conditions. These pressures, added to the resources lost to hospital handover delays and high 111 referral rates, contribute to a capacity gap. Whilst the Trust is actively recruiting more patient facing staff, with more than 800 student paramedics recruited over the last two and a half years, there remains a gap between the resourcing required to meet demand and what EEAST is funded for.

Despite these challenges, EEAST is getting to more of the most time critical patients (known as Red 1 calls) within 8 minutes.

Herts Urgent Care (HUC)

Herts Urgent Care (HUC) is a Social Enterprise providing both planned and unplanned (would Urgent be a better term?) care on a county wide base. HUC provide an integrated NHS 111 and GP Out of Hours Service across Hertfordshire. The Out of Hours GP service is fronted by calls to NHS 111 (receiving approximately 24,500 calls per month) which can be transferred to a GP at those times when GP practices are closed. Patients are given advice over the phone, or are advised to attend one of our 10 primary care centres across Hertfordshire, or if required, a home visit will be arranged. The service has been enhanced to incorporate new integrated components of a community pharmacist to support medication enquires and GPs to undertake 999 and Emergency Department validation.

In addition, HUC also provide a Dental Out of Hours service which includes telephone advice and emergency dental appointments (face to face) at weekends and bank holidays.

HUC also operate the Acute In Hours Visiting Service across East and North Herts which provides GP home visits during the day to support GP practices.

The service will change in June 2017 when all components formally merge to become a county wide Integrated Urgent Care service with further integration and skill mixed delivery structure.

In West Herts, HUC operate the West Herts Medical Centre, a GP practice open 8am to 8pm every day, which sees both registered and unregistered patients (patients who ‘walk in’). This facility is co-located with the Hemel Hempstead Urgent Care Centre where HUC also provides medical input, enabling an integrated service 24/7 in partnership with West Herts Hospital Acute Trust.

HUC provides medical support to the New QE2 Urgent Care Centre for 12 hours each day and provides evening and medical support to Watford Emergency Department.
More recently, HUC has expanded their service portfolio to deliver GP practices, which by April 2017 will include six practices located in Bedfordshire, Hertfordshire and Essex.

In October 2016 HUC commenced delivering the new Integrated Urgent Care service in Cambridgeshire and Peterborough and provides medical support to Addenbrookes A+E Department. Further enhancements to the model include enhanced pathways to the local mental health service and integration with Peterborough City Council to fuse health and social care.

We are current mobilising the Luton and Bedfordshire Integrated Urgent Care service which sees the merger of three OOH’s services and two call handling services into one single contact. The new service will commence in March with a dedicated contact centre in Bedford which will further increase the resilience of our Hertfordshire services.

Our services are commissioned by East and North Herts CCG, Herts Valleys CCG and Cambridgeshire and Peterborough CCG, Luton CCG, Bedfordshire CCG and NHS England as well as via Acute Trusts for medical sub-contracting for A+E or Urgent Care Centre services.

HUC employs over 600 people, has a sessional clinical workforce of 270 GPs and an organisation turnover of over £40m. Both NHS 111 services and the GP OOHs service were inspected by Care Quality Commission in November 2016 and have been rated as ‘Good’ in all domains.