



**Informing the future direction of  
North Middlesex  
University Hospital  
NHS Trust**

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## Executive Summary

North Middlesex University Hospital NHS Trust provides acute and emergency services primarily to local people in Enfield and Haringey, serving more than 350,000 individuals. *'As a Trust, we are clear that 'standing still' is not an option - we must respond to the changing needs of our local population, and work with the health system across north central London to meet local and national expectations on quality, safety and value for money [...] it is vital that we demonstrate all the various aspects of partnership have been properly considered before any changes take place'*<sup>1</sup>

Throughout June and July 2018, Healthwatch Enfield engaged local stakeholders in conversations about the future direction of the North Middlesex University Hospital NHS Trust. We asked Enfield residents, Councillors, commissioners and voluntary sector representatives to:

- identify challenges being faced by North Middlesex University Hospital NHS Trust and some potential solutions to addressing these
- articulate information requirements and criteria for the Board at the hospital to take into account when assessing an option of a full membership of the group of hospitals within the Royal Free London NHS Foundation Trust
- consider how local people, primary, community, mental health and social care services should work together in the longer-term to support a care economy that delivers excellent services and outcomes for Enfield's residents

With the North Middlesex University Hospital NHS Trust's commitment to responding to the changing needs of the local population, Enfield's residents were clear that the top challenges requiring most urgent attention are:

- inappropriate use of A&E,
- delivering high quality care and patient experience,
- recruitment and retention of staff,
- addressing the financial deficit,
- delivering services that meet local needs

<sup>1</sup> Based on information provided on the Trust's website at [www.northmid.nhs.uk/caseforchange](http://www.northmid.nhs.uk/caseforchange)





Whether a full membership of the Royal Free London NHS Foundation Trust would support the North Middlesex University Hospital NHS Trust to address these, currently remains unknown. However, local people were in agreement that more information was required before any decision on a new relationship between the two Trusts could be made. The financial implications; the track record of partnership working; the impact on patients, their carers, local communities and staff; and a better understanding of the options being proposed were identified as being key in enabling an informed decision-making process. These are in addition to locally co-designed criteria that the Board of the North Middlesex University Hospital NHS Trust should consider when assessing any or which partnership model to pursue.

The future direction of the North Middlesex University Hospital NHS Trust is one where, according to local people, the Trust works in a close partnership. **Whether the partnership will solely involve the Royal Free London NHS Foundation Trust, several Trusts or be one which offers a model where primary care, social care, mental health and community services, commissioners and the hospital at Sterling Way work in a close collaboration, sharing budgets and resources, is a question posed by local stakeholders.** The future direction of North Middlesex University Hospital NHS Trust could see a partnership between health and social care providers and patients working to co-produce services that deliver outcomes that meet population needs.

With options available for the Board to consider when setting the future direction of the North Middlesex University Hospital NHS Trust, individuals who engaged in conversations with Healthwatch Enfield

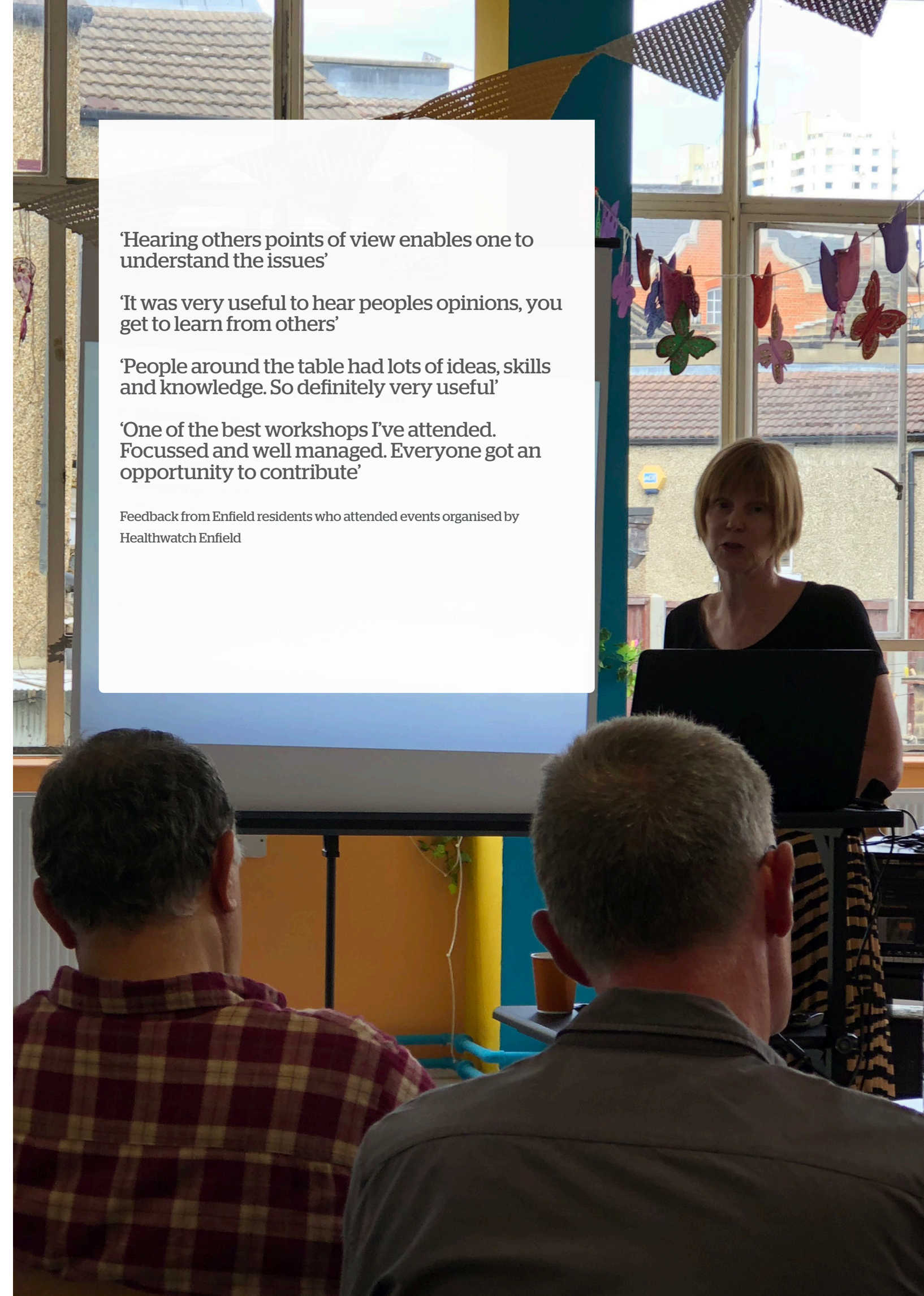
were clear that any developments concerning the hospital should:

1. bring additional money and resources to support North Mid
2. clearly demonstrate benefits and how services could be improved for local people
3. demonstrate understanding of the local population's needs and how to deliver services effectively
4. guarantee that North Mid remains accountable to local people and stakeholders
5. demonstrate what additional support would be provided to staff working at North Mid

Through its engagement and outreach work, Healthwatch Enfield has collected an evidence base that can be utilised to inform the appraisal of and decision-making about the North Middlesex University Hospital taking on a full membership of the Royal Free London NHS Foundation Trust. We recommend that the Board at the North Middlesex University Hospital NHS Trust ensures the delivery of a comprehensive document that answers the questions raised by local people; *'to listen carefully to views and ideas and ensure these are factored into the development of the case for change'*<sup>2</sup>



<sup>2</sup> Based on information provided on the Trust's website at [www.northmid.nhs.uk/caseforchange](http://www.northmid.nhs.uk/caseforchange)



'Hearing others points of view enables one to understand the issues'

'It was very useful to hear peoples opinions, you get to learn from others'

'People around the table had lots of ideas, skills and knowledge. So definitely very useful'

'One of the best workshops I've attended. Focused and well managed. Everyone got an opportunity to contribute'

Feedback from Enfield residents who attended events organised by Healthwatch Enfield



# Background

North Middlesex University Hospital NHS Trust is one of London's busiest acute hospitals, serving more than 350,000 people living in Enfield and Haringey and the surrounding areas, including Barnet and Waltham Forest.

Every day, on average, the hospital sees 500 patients in A&E; 15 babies are born in the maternity unit; about 450 inpatients are cared for on its wards; about 50 patients have major or minor surgery in one of 10 operating theatres; and about 800 people attend outpatients' clinics.

North Middlesex University Hospital NHS Trust provides a full range of adult, elderly and children's services across medical and surgical disciplines. Its specialist services include stroke, HIV/AIDS, cardiology (including heart failure care), haematology, diabetes, sleep studies, fertility and orthopaedics. The hospital's sickle cell and thalassaemia department is nationally recognised as a leading centre for these diseases.

In addition to the full range of cancer diagnosis and treatment services, the Helen Rollason Cancer Support Centre is based on site and provides services to support cancer patients' wellbeing, such as massage. This is one of only two such centres in London.

North Middlesex University Hospital NHS Trust's Macmillan Cancer Support service provides information, help and advice for cancer patients, their families and carers, for example on medication, finances and local support services<sup>3</sup>.

The hospital's vision is to provide outstanding care for local people through

delivering key objectives, including:

- excellent outcomes for patients
- excellent experience for patients and staff
- excellent value for money

As outlined by the North Middlesex University Hospital NHS Trust<sup>4</sup>, *'standing still is not an option - we must respond to the changing needs of our local population'*:

- the hospital serves a large, diverse population covering some of the most deprived areas in the country and this can result in pressure on the Accident & Emergency department. Research from Healthwatch Enfield<sup>5</sup> indicates that, when asked, 74.9% of patients said they had not tried to arrange a GP appointment before coming to the hospital
- local people have a high rate of long-term conditions such as diabetes, with prevalence estimated at 9.6% in Enfield and 9.3% in Haringey and it is estimated that up to 20,000 people in Enfield live with an undiagnosed mental health condition
- the number of people living within the hospital's catchment area (including elderly population) is predicted to rise sharply in the next five years due to a number of housing developments being constructed in Enfield and Haringey

The hospital is currently working towards meeting national standards for seeing patients in its Accident and Emergency department (A&E) and Outpatients. Its 2017 Inpatient Survey shows that the

North Middlesex University Hospital NHS Trust needs to improve the experiences of patients, especially in ensuring that patients are listened to.

Annual staff survey results show that the hospital needs to do better at providing opportunities for career progression and recognising the value of its staff. Similarly to the rest of the NHS, recruitment and retention is one of the most important issues facing the North Middlesex University Hospital NHS Trust.

The hospital outturn shows an approximate £30 million deficit in 2017/2018, this is despite running a surplus of £1.1 million in 2014/15. NHS Enfield and Haringey Clinical Commissioning Groups, that provide funding for services run from Sterling Way, are also under significant financial pressure.

North Middlesex University Hospital NHS Trust is currently a clinical partner of the Royal Free London NHS Foundation Trust. This means that the hospital collaborates

with the Royal Free on various initiatives such as Clinical Practice Groups and improving its clinical IT systems. However, there are options that could develop the relationship between the two organisations further, including the North Middlesex University Hospital NHS Trust becoming a full member of Royal Free London NHS Foundations Trust such as Barnet and Chase Farm Hospitals, which were acquired by Royal Free in 2014.

The Board and leadership at the North Middlesex University Hospital NHS Trust are committed to ensuring:

1. that the Trust's position is sustainable in the long-term, both in terms of finance and the care they provide to local people

and

2. that local stakeholders are involved in decisions about the future strategic direction of the hospital.



## Vision

The hospital's vision is to provide outstanding care for local people through delivering key objectives, including:

- Excellent outcomes for patients
- Excellent experience for patients and staff
- Excellent value for money

<sup>3</sup> Based on information provided on the Trust's website at [www.northmid.nhs.uk/About-Us/About-the-hospital](http://www.northmid.nhs.uk/About-Us/About-the-hospital)

<sup>4</sup> Based on information provided on the Trust's website at [www.northmid.nhs.uk/caseforchange](http://www.northmid.nhs.uk/caseforchange)

<sup>5</sup> Accessible at [www.healthwatchenfield.co.uk/our-work/our-reports/](http://www.healthwatchenfield.co.uk/our-work/our-reports/)



# Methodology

Healthwatch Enfield was approached by the North Middlesex University Hospital NHS Trust to promote, organise and facilitate two workshops to involve Enfield's residents in conversations about the future direction of the hospital. Structured sessions took place on 10<sup>th</sup> and 11<sup>th</sup> July in two different locations in Enfield to:

- discuss challenges the hospital faces whilst also identifying potential solutions
- agree information and criteria that local stakeholders would require to make an informed decision about North Middlesex University Hospital NHS Trust becoming a full member of the Royal Free London NHS Foundation Trust
- consider the support that local people, GPs, pharmacists, mental health, community and social care services could offer to help the hospital achieve

its vision of providing outstanding care

In addition to the two events, Healthwatch Enfield also undertook community outreach activities to engage wider communities in the borough in similar conversations. As part of the programme, demographic information such as gender, age, ethnicity and postcode was also collected.

Data was analysed based on information provided at the workshops and to Healthwatch Enfield's representatives through the community-based activities. Due to the voluntary nature of individuals' participation in the conversations, a standard set of data was developed but not collected for each individual. Therefore, the sample size varies depending on information available.

This report articulates Healthwatch Enfield's findings based on feedback from 268 individuals.

# What are the biggest challenges for North Mid?

Based on feedback from participants of the facilitated workshops, supplemented by community outreach activities, the biggest challenges currently facing the North Middlesex University Hospital NHS Trust were identified as:



The following pages outline some potential solutions to address these, as articulated using the informed views of Enfield's residents.

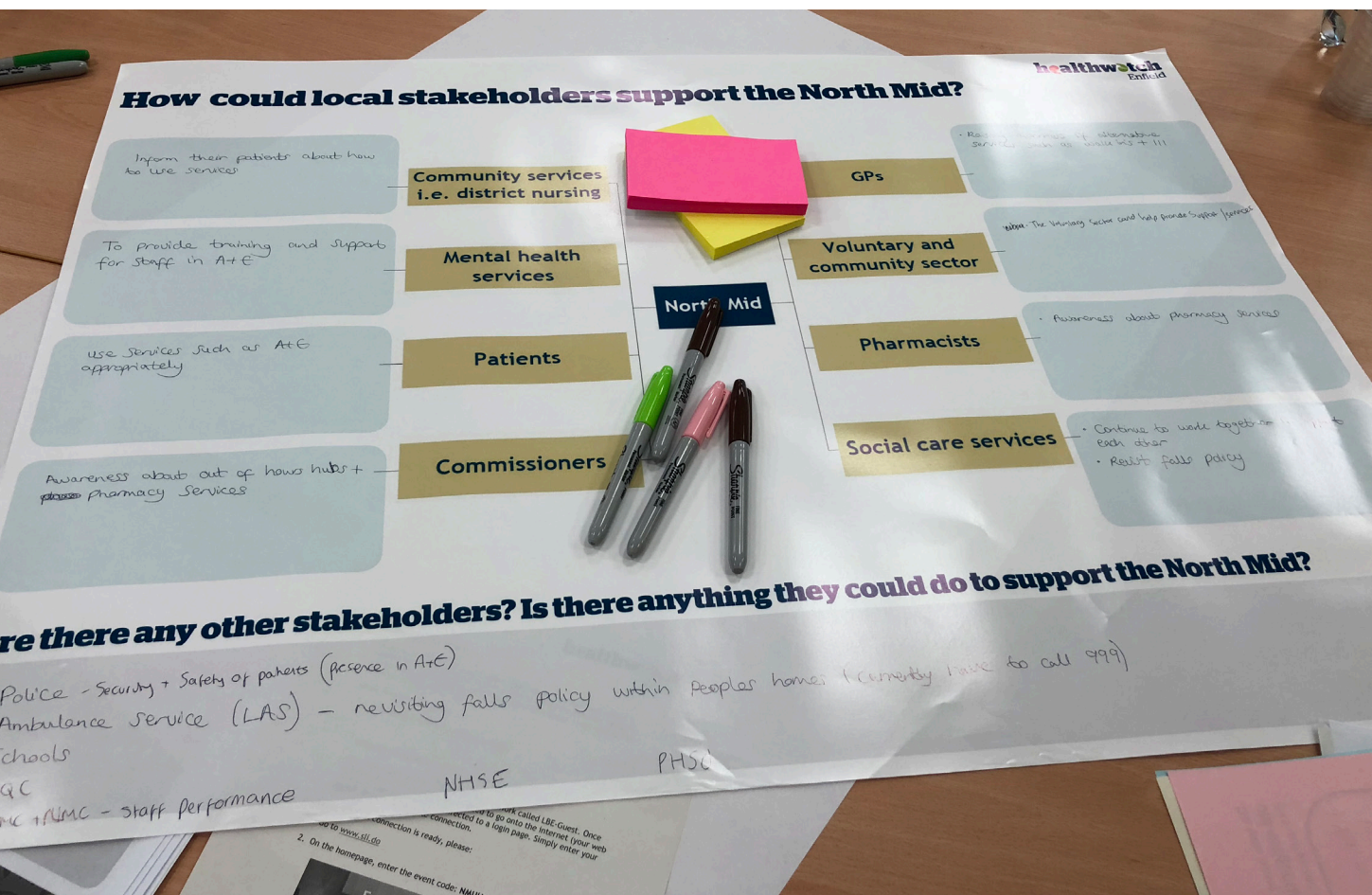
## Potential solutions proposed by local people:

### Meeting local population's needs

'Simple changes - treat patients with dignity and respect, get the basic rights'

Feedback from Enfield communities involved in conversations

- Working with local people to design services that work for them, contributing to eliminating waste therefore improving the hospital's financial position
- Introducing new staff training that focusses on shifting the balance of power in a patient-clinician relationship, delivering more holistic, person-centred care
- Involving local people in recruitment panels to ensure the hospital appoints the right staff
- Working more closely with other health and care providers towards integration



## Potential solutions proposed by local people

### Inappropriate use of the hospital's A&E department

“There are cultural issues such as, communities going to health immediately. There are too many young children going to A&E, when they can access GPs. There should be better access to pharmacy. Empower people, so they know better about other services available. To get information out of community, there needs to be campaigning, marketing with the NHS. Difficulty setting GP appointments, need to somehow change this”

Feedback from Enfield communities involved in conversations

Focusing on community outreach and patient education relating to appropriate use of urgent and emergency care services, in addition to utilising the role of pharmacists in providing information, advice and over the counter remedies for minor injuries and illness. This can be done through:

- exploring the role of voluntary and community organisations in the prevention and early intervention, and the possibility of a commissioned service, with involvement from North Middlesex University Hospital NHS Trust, NHS Enfield Clinical Commissioning Group and Enfield Council
- providing information hubs in schools, GP surgeries and other community settings
- introducing peer support groups
- having Patient Advice and Liaison Service (PALS) stands for different conditions in settings such as A&E

Providing community clinics for some services, moving provision out of the hospital, into the community and closer to home

Increasing capacity in primary care and making it easier to book a GP appointment

### Delivering high quality care and patient experience

“Online booking and telephone booking system. Access to those unable to use. Have forgotten the patient. More focus on walk in clinics. Flexibility of practice”

Feedback from Enfield communities involved in conversations

- Improving access to services by introducing more out-of-hours clinics at the hospital
- Improving communications channels, methods and content to ensure patients receive all relevant information in a format that works for them
- Delivering outcome-based service models and ensuring that all clinicians are working towards the same outcome
- Ensuring that services are accessible to all, including those with a sensory, physical or learning disability

## Potential solutions proposed by local people

### Recruitment and retention of staff

“Staff need to look happy, how do some hospitals do that? Staff need to speak out about the issues that they see. Hospital open to change practice”

“Making staff more comfortable in treating patients, awareness. Support available when entering specific area”

“Will staff be able to afford to live in Enfield or Haringey?”

Feedback from Enfield communities involved in conversations

- Providing more key worker accommodation to attract and retain staff
- Introducing flexible working patterns, making it easier for those with family and caring responsibilities to work at North Middlesex University Hospital NHS Trust
- Developing and embedding an organisational culture that fosters innovation, positive risk taking and person-centred care
- Offering improved training and development opportunities whilst also providing more support for newly-qualified and existing staff such as mentoring schemes
- Facilitating better staff involvement in the day-to-day and strategic decision-making; for example, through co-designing a staff involvement strategy

### Finance

“Concern about waste. Need to improve quality within existing finances. Good purchasing and recruitment. Stop use of unnecessary prescriptions. Streamlining of procurement to reduce duplication of contracting”

Feedback from Enfield communities involved in conversations

- Pooling budgets across health and care providers and commissioners
- Lobbying for “the minister to ‘write off’ the hospital’s deficit”
- Undertaking a ‘review of the funding formula for Enfield’
- Introducing fundraising collection boxes in all areas across the hospital
- Reviewing purchasing arrangements and exploring streamlining procurement
- Eliminating waste through process improvements that are co-designed with clinicians and patients



## What would you need to know?

Local stakeholders have proposed 93 questions that should be considered by North Middlesex University Hospital NHS Trust and Royal Free London NHS Foundation Trust when developing and agreeing options for future partnership between the providers.

The questions have been analysed and organised into themes as follows:

- A better understanding of the options on offer
- Financial implications
- Track record of partnership working
- Impact on patients, their carers and local communities
- Impact on staff

### A better understanding of the options on offer



- Why has North Middlesex University Hospital NHS Trust chosen the Royal Free London NHS Foundation Trust as its potential partner?
- What are the pros and cons for North Middlesex University Hospital NHS Trust going into full partnership with the Royal Free London NHS Foundation Trust?
- What are the tangible benefits to the patients and the North Middlesex University Hospital NHS Trust that a full partnership with the Royal Free London NHS Foundation Trust will bring?
- In different partnership options, who will be accountable for all aspects of running and delivering high quality services at North Middlesex University Hospital NHS Trust?
- Will partnership with the Royal Free London NHS Foundation Trust result in any of the land on the North Middlesex University Hospital NHS Trust's site being sold?
- In different partnership options, will the Royal Free London NHS Foundation Trust's charity also support North Middlesex University Hospital NHS Trust?

### Financial implications



- How a financial deficit at North Middlesex University Hospital NHS Trust would affect the Royal Free London NHS Foundation Trust and vice versa?
- Will the Royal Free London NHS Foundation Trust be offsetting their financial deficit by using North Middlesex University Hospital NHS Trust's funding?
- Will the Royal Free London NHS Foundation Trust bring more money, resources and staff to North Middlesex University Hospital NHS Trust?
- Will North Middlesex University Hospital NHS Trust have greater purchasing power if working in closer partnership with the Royal Free London NHS Foundation Trust?
- What would be the total cost of implementing the closer partnership between North Middlesex University Hospital NHS Trust and the Royal Free London NHS Foundation Trust e.g. if it means any location changes etc.?



## Track record of Partnership working



- Can the Royal Free London NHS Foundation Trust demonstrate examples of good collaborative working with other hospitals?
- How has the Royal Free London NHS Foundation Trust demonstrated its commitment to listening to and working with local communities in its work with Barnet and Chase Farm Hospitals?
- Can the Royal Free London NHS Foundation Trust demonstrate improvements in waiting times, discharge arrangements and outcomes at A&E as a result of its partnership working?
- Would local projects that North Middlesex University Hospital NHS Trust is currently running or involved in be encouraged by the Royal Free London NHS Foundation Trust?

## Impact on patients, their carers and local communities



- Will Enfield patients who access care at North Middlesex University Hospital NHS Trust have to travel to the Royal Free London NHS Foundation Trust's hospitals for their treatment?
- Will full partnership with the Royal Free London NHS Foundation Trust improve waiting times for treatment at the North Middlesex University Hospital NHS Trust?
- Will any services, including A&E and maternity, close at the North Middlesex University Hospital NHS Trust as a result of full partnership with the Royal Free London NHS Foundation Trust? How would these decisions be made?
- In different partnership options, who will make decisions for local residents?
- How will the Royal Free London NHS Foundation Trust engage diverse and disadvantaged communities and how will their partnership with the North Middlesex University Hospital NHS Trust meet the local needs whilst also improving inclusion?

## Impact on staff



- How will partnership with the Royal Free London NHS Foundation Trust have a positive impact on staff retention?
- Will staff currently working at the North Middlesex University Hospital NHS Trust be required to work at more than one site as a result of full partnership with the Royal Free London NHS Foundation Trust?
- Will full partnership with the Royal Free London NHS Foundation Trust result in any staff redundancies at the North Middlesex University Hospital NHS Trust?
- Will full partnership with the Royal Free London NHS Foundation Trust bring better opportunities and career progression including improving HR processes?
- Do policies of the Royal Free London NHS Foundation Trust differ from the ones at the North Middlesex University Hospital NHS Trust? If so, how will the process of standardisation involve staff?





## Co-designing decision criteria

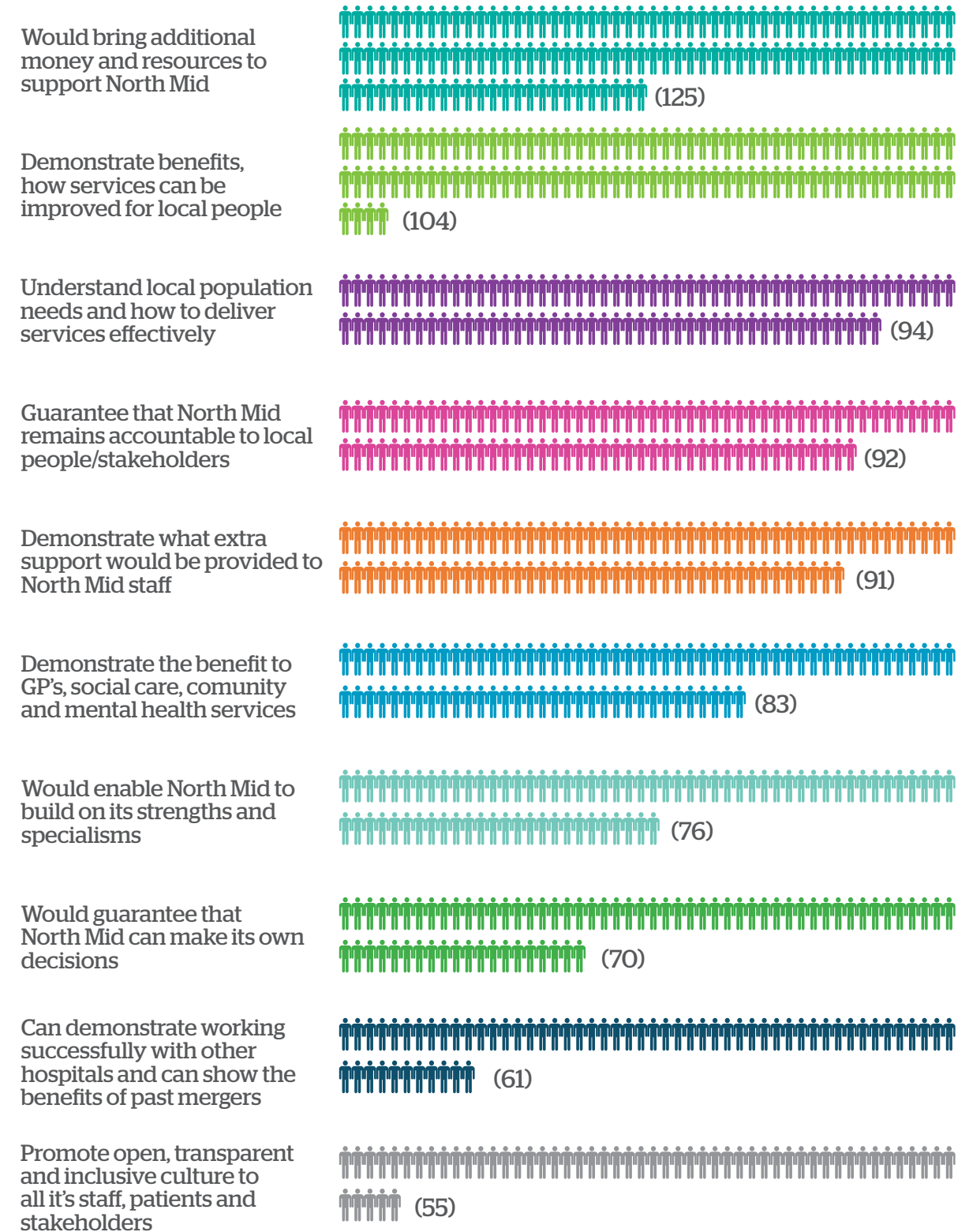
In addition to defining questions for consideration by the North Middlesex University Hospital NHS Trust and the Royal Free London NHS Foundation Trust, throughout June and July, Healthwatch Enfield also involved local stakeholders in co-designing criteria that the Board at North Middlesex University Hospital NHS Trust should take into account when making the decision about closer working with another hospital.

### Criteria identified by local people include:

- promoting open, transparent and inclusive culture to all its existing staff, patients and stakeholders
- demonstrating working successfully with other hospitals and can show the benefits of past mergers
- guaranteeing that North Mid can make its own decisions
- enabling North Mid to build on their strengths and specialisms
- demonstrating the benefit to GPs, social care, community and mental health services
- demonstrating what additional support they would provide to staff working at North Mid
- guaranteeing that North Mid remains accountable to local people and stakeholders
- understanding the local population's needs and how to deliver services effectively
- clearly demonstrating benefits and how services could be improved for local people
- bringing additional money and resources to support North Mid

### Criteria identified by local people in order of importance

Of the 205 individuals who took part in discussions about the conditions, the following criteria were voted for in order of importance:










# What can other stakeholders do to help North Mid ?

The future direction of North Middlesex University Hospital NHS Trust is one that cannot be considered within a silo, as agreed by local stakeholders involved in conversations through Healthwatch Enfield. GPs, voluntary and community sector organisations, pharmacists, social care services, community services, mental health services, commissioners, patients and the public have all been identified as not only having the potential to play a role in addressing some of the challenges currently facing the North Middlesex University Hospital NHS Trust. All the aforementioned were also identified as

potential instigators and drivers of change for the local health and care economy with an opportunity for closer collaboration, partnership working and pooling (sharing) budgets as an option for the future direction of the North Middlesex University Hospital NHS Trust.

The role of Enfield residents, voluntary and community sector organisations and commissioners, in supporting the North Middlesex University Hospital NHS Trust as it considers its future direction, has been widely discussed.

	 GPs	 Pharmacists	 Social care	 Community services	 Mental health services
Deliver patient education around prevention, early intervention and self-care	●	●	●	●	●
Assist with information dissemination about using services appropriately	●	●	●	●	
Deliver new models of care	●	●		●	●
Work towards more integrated holistic care provision	●	●	●	●	●
Bring services to communities undertaking proactive outreach		●		●	●

● Activity that can be carried out

Figure 1. Local stakeholders feedback on how others can support the North Middlesex University Hospital NHS Trust

According to information collected by Healthwatch Enfield, over the next five years local people want to play an active role in the developments at the North Middlesex University Hospital NHS Trust. Not only should they be actively involved in volunteering and designing services that work for them, but they could also support the hospital through enhancing their knowledge base with a view to taking more responsibility for self-care. Local people want to work with healthcare providers and commissioners to ensure that individuals utilise NHS services appropriately to their healthcare needs whilst also disseminating information about the various options of accessing medical help within their communities.

sector organisations to deliver prevention and early intervention initiatives working alongside health and social care providers and commissioners, to secure additional funding and build capacity for innovation in the borough and potentially to unlock access to additional resources to support Enfield's care economy.

'Link workers from community groups, day centres, support groups, care homes to highlight problems and facilities available, use of e.g. newsletters to highlight issues, solutions and visit North Mid'

Feedback from Enfield communities involved in conversations

'Patients are not aware of where to go, they should be given different options. We have to educate the population; provide education for other communities such as services in NHS informing patients of alternatives e.g. pharmacy, GP hubs and increase awareness'

'Design services with patients. Recognise that patients might know best and that patient groups can hold expertise'

Feedback from Enfield communities involved in conversations

With more than 700 voluntary and community sector (VCS) organisations in existence in Enfield, the role of the charitable sector in supporting the North Middlesex University Hospital NHS Trust cannot be underestimated. People who engaged in conversations with Healthwatch Enfield have told us that VCS groups could play a more active role in patient education around self-care and utilisation of appropriate care services. There could also be scope for voluntary and community

For voluntary and community sector organisations, GPs, pharmacists, social care, community and mental health service providers to most effectively support the North Middlesex University Hospital NHS Trust going forward, Enfield's commissioners were identified as key. According to local people, commissioners are the ones who can shape services that deliver new models of care - that move from the traditional approach to innovation and outcome-based commissioning for population needs. They are the enablers for working towards close collaboration and pooled budgets, a suggestion articulated locally by people whom Healthwatch Enfield engaged.

'North Mid needs a strong partnership with community, schools, social care and smooth transition with paediatrics. There should be joined up services, such as one letter with all information. Better working in North Mid with wider/different/ongoing partners/community groups'

Feedback from Enfield communities involved in conversations



# Conclusions

The future direction of the North Middlesex University Hospital NHS Trust has been a subject of many conversations throughout June and July 2018. With key challenges and some potential solutions identified by local people, there is a starting point to shape the strategy for the next five years. Options appraisal informed by local people's feedback should define the next steps in the North Middlesex University Hospital NHS Trust's journey. **Whether the partnership will solely involve the Royal Free London NHS Foundation Trust, several Trusts or be one which offers a model where primary care, social care, mental health and community services, commissioners and the hospital at Sterling Way work in a close collaboration, sharing budgets and resources, is a question posed by local stakeholders.** The future direction of North Middlesex University Hospital NHS Trust could see a partnership between health and social care providers and patients working to co-produce services that deliver outcomes that meet population needs.

Healthwatch Enfield has collected an evidence base that can be utilised to inform the appraisal of and decision-making about the North Middlesex University Hospital taking on full membership of the Royal Free London NHS Foundation Trust. We recommend that the Board at the North Middlesex University Hospital NHS Trust ensures the delivery of a comprehensive document that answers the questions raised by local people; *'to listen carefully to views and ideas and ensure these are factored into the development of the case for change'*<sup>6</sup>.

## Appendix 1: Who was engaged in discussions

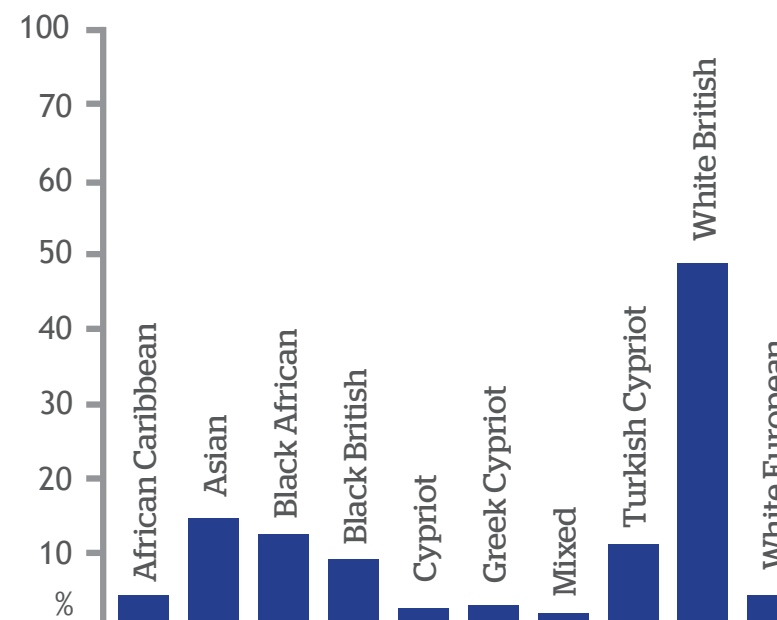


Figure 2. Ethnicity of individuals engaged

Figure 3. Age of individuals engaged

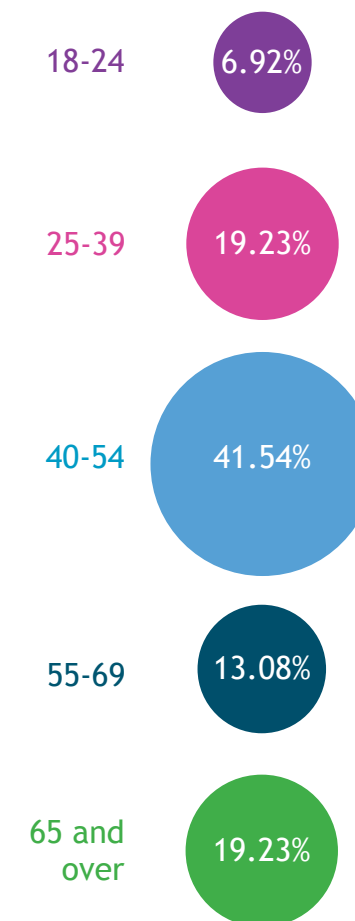


Figure 4. Gender of individuals engaged

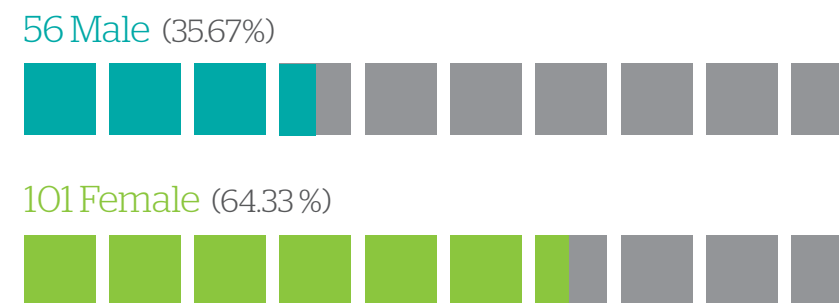
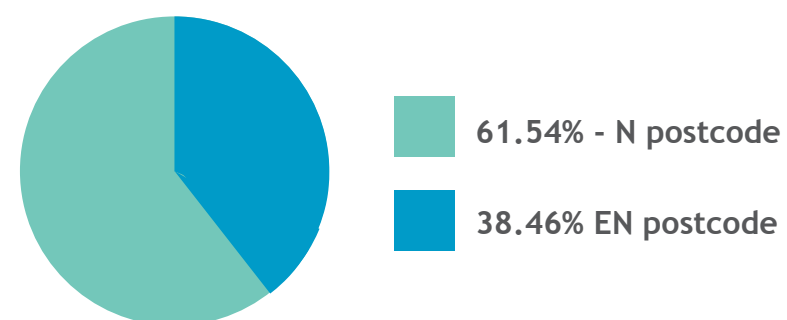


Figure 5. Postcode of individuals engaged



<sup>6</sup> Based on information provided on the Trust's website at [www.northmid.nhs.uk/caseforchange](http://www.northmid.nhs.uk/caseforchange)



This report can be made available in alternative formats, such as easy read or large print, and may be available in alternative languages, upon request.

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