

Update on Horton General Hospital: COVID-19, service improvements and longer term vision

1. Overview

- 1.1 This paper provides an update on recent developments at the Horton General Hospital (HGH), in light of changes made during COVID-19, and sets out our longer term vision for the hospital.
- 1.2 It covers the HGH response to COVID-19, recent service improvements at HGH and our System Vision for HGH.

2. Summary of changes made during COVID-19

2.1 Over the last nine months, teams across Oxford University Hospitals NHS Foundation Trust have changed how they work, finding new ways to care for our patients in the face of the COVID-19 pandemic, putting in place many of the objectives in our new OUH Strategy¹. We are hugely grateful to all staff for everything that they have done to care for our patients during this unprecedented time. Services at the Horton General Hospital worked quickly and flexibly, adapting the way they worked to deliver care, reshaping the hospital and finding new ways to safely look after patients and protect staff. Examples of these changes include:

- **Digital by Default** - The rapid changes during the pandemic response included deploying virtual appointments and remote monitoring to support patients in their homes, greater system collaboration across primary, acute, community and social care to integrate care, and reorganising our hospital estate to provide flexible clinical space that could be adapted to changing clinical need.
- **Multi-disciplinary team working** - The Horton Operational Team (HOT), chaired by the Emergency Medicine lead with multi-disciplinary team representation, managed space, staffing, and equipment to scale up inpatient care capacity, cohorting patients with and without COVID-19 when they arrived at the hospital. By cohorting patients with COVID-19 and temporarily relocating services such as dialysis and infusion treatments, we were able to further minimise the exposure risk to other vulnerable patients.
- **Local partnerships** - OUH worked in close collaboration with partners. In the Independent sector, urgent services including Cardiac and Cancer surgery were maintained in private hospitals as well as trauma care at the Independent Sector Treatment Centre on the Horton site. Horton General Hospital Charity worked with local community groups, businesses and volunteers to deliver over 12,000 meals to staff alongside care packs and respite rooms.

2.2 In light of the new context, the Trust has taken stock of the positive changes made and the updated System Vision (Annex A) sets out our refreshed vision for a redeveloped HGH that is flexible, adaptable, innovative and truly 'fit for the

¹ <https://www.ouh.nhs.uk/about/strategy/documents/ouh-strategy-2020.pdf>

future’.

3. Recent changes at the HGH to improve service delivery

- 3.1 **Urgent and Emergency care** - Improvement works are now underway in Urgent and Emergency care at HGH. These include extensive works to expand the Majors area of the Emergency Department, a newly created children’s area for the dedicated care and treatment of all children as well as four additional cubicles (including an enhanced infection control isolation room).
- 3.2 **New MRI scanner** - This summer, the HGH also welcomed a new fully accessible MRI scanner unit, running 7 days a week 0800-2000. The unit has the capacity to scan inpatients, children as well as people attending outpatient appointments. The state-of-the-art unit can scan an average of 15 patients per day, and has a quicker scanning capability to reduce the amount of time patients spend in the scanner. More information on these developments can be found in Annex B.

4. Our longer term vision for the Horton General Hospital

- 4.1 Over the last year, the Trust has been working with local stakeholders to develop our vision for the future of the Horton General Hospital. These discussions have continued through the first phase of the pandemic response and initial recovery, and now into the second wave. We are building our shared understanding of lessons learned and opportunities for the future.
- 4.2 The summary of our System Vision can be found in Annex A. This outlines our shared future vision of the HGH, changing care models, such as a shift to Digital by Default and ensuring our estate is ‘fit for the future’.
- 4.3 We look forward to taking these discussions forwards with partners within the context of the Horton HOSC.

Annex

Annex A: Our System Vision for the Horton General Hospital

Our System Vision for the Horton General Hospital: A New Vision for a New Context

- Over the past year, we have been working across our local health and care system to build our vision for a fit for the future Horton General Hospital. We had made good progress on this work when the COVID-19 pandemic hit, forcing us to quickly transform the way we worked at the Horton and take stock of both the challenges and opportunities of this new context. Examples of this are shown later on in the Vision.
- Rapid changes during the pandemic response included deploying virtual appointments and remote monitoring to support patients in their homes, greater system collaboration across primary, acute, community and social care to integrate care, and reorganising our hospital estate to provide flexible clinical space that could be adapted to changing clinical need.
- We have now taken the opportunity to take stock of the positive changes made during the pandemic response, being mindful of the necessity to now reimagine what a hospital of the future looks like in this new context.
- This updated vision sets out our refreshed system vision for a redeveloped Horton General Hospital (HGH) that is flexible, adaptable, innovative and truly 'fit for the future'.



A Flagship District General Hospital of the future

The Horton General Hospital has huge potential to be a flagship district general hospital of the future:

- **Unique geography spanning three local systems:** HGH serves a growing and diverse local population across a unique geography. Its catchment spans across three local healthcare systems, being at the boundary of the Buckinghamshire, Oxfordshire and Berkshire West ICS, and the Coventry and Warwickshire and Northamptonshire healthcare systems.
- **Catchment serving both rural & deprived urban communities:** It serves both the rural communities of North Oxfordshire, South Northants and South Warwickshire alongside the population of Banbury which has areas of significant deprivation. It therefore deals with the dual challenges of rural isolation and complexities around public transport and access, alongside serving an ethnically diverse urban population, with wards ranked within the 20% most deprived nationally in 2019.
- **Unparalleled links to world-class research, industry and innovation:** As part of Oxford University Hospitals and the Oxford Cambridge Arc, HGH benefits from unparalleled links to world class research, business and innovation. There are significant opportunities to make

more of these links in the future and build the new HGH into a hub of pioneering innovation, which provides tangible benefits to the local community.

- **The unique opportunity it provides to Build Back Better:** We believe that a redeveloped HGH offers a unique opportunity to Build Back Better as part of our local and regional COVID-19 recovery, providing new opportunities to improve health and care delivery, reduce inequalities, pioneer new research and innovation and invest into a growing local economy. We are exploring options for a phased redevelopment of the site.

Our Refreshed Vision:

Our refreshed vision is for a **flexible, adaptable health, social care and innovation campus**, delivering integrated and high quality care to the local community, supporting local economic recovery and building a wider regional and global impact through world-class research and innovation. It will be:



Digital by Default: Harnessing digital technology to improve care for patients and caring for them closer to home through remote monitoring and virtual clinics. The HGH will build on the rapid responsiveness to COVID-19 to become a digital hub with diagnostic support.



An integrated care hub, collaborating across geographies: The HGH will be an integrated care hub, with multiple services on one site including primary care, mental health services and acute care, supported by close working and collaboration across sectors and geographies. We will provide same day emergency care and integrated care pathways into the community.



A world class centre of research and innovation: Making the most of the unique opportunities that our university, digital and innovation partnerships offer, by ensuring that the local population have access to cutting-edge research and innovation, such as a genomics, digitally-enabled care and predictive techniques with the right infrastructure to support it.



Focused on reducing local health inequalities: HGH serves some of the 20% most deprived wards in England. We will work with local communities, developing an innovative population health centre to help us better understand and tackle areas of greatest health need, using data to develop targeted preventative interventions to improve outcomes and wellbeing and reduce inequalities.

HGH Covid-19 case study examples

The below case studies show how COVID-19 changed the way we work. Teams and services at the Horton General Hospital worked quickly and flexibly, adapting the way we deliver care, reshaping the hospital and finding new ways to safely look after our patients and protect our staff:

Video appointments and remote monitoring

Over the COVID-19 pandemic so far, we have delivered **over 17,000 video appointments** to patients in their home. Alongside a similar number of telephone appointments, patients being cared for in more than **120 specialties**, from Cardiology to Maternity to Physiotherapy, were able to see their clinicians digitally from the safety of their homes.

Patients with **diabetes, cystic fibrosis** and **cardiac conditions** were enabled to **remotely monitor** themselves at home. To support patients to receive care closer to home, the Trust rapidly utilised **digital technology** to empower patients to support their own self-management and care, off-site and at home.

Rapid transformation

We put into place a Horton-specific operational team made up of multi-disciplinary team leads from across the site. This **Horton Operational Team (HOT)** was chaired by the Emergency Medicine lead.

The HOT team worked to keep our patients safe by **reorganising space, staffing, and equipment** to scale up our inpatient care capacity, cohorting patients with and without COVID-19 at arrival at the hospital. Existing patients were kept safe by **temporarily relocating services** such as dialysis and infusion treatments to COVID-19 sites to further minimise the exposure risk to more vulnerable patients.

OUH also worked in close **collaboration with the independent sector**, maintaining urgent services such as Cardiac and Cancer surgery in local independent hospitals as well as **trauma care** at the Ramsay hospital in Banbury.

COVID-19 Research

Researchers and clinical teams at OUH are working in **close partnership with University of Oxford** colleagues to carry out clinical research in COVID-19 – including the Oxford vaccine trials, diagnostic antibody testing and the **RECOVERY** trial.

More than **1500 participants** have already been recruited into 28 COVID-19 studies at OUH, including the first patient to participate in the ground-breaking National RECOVERY trial. At HGH, the **Horton Direct Delivery Team** and the **Emergency Department team** have recruited participants into ongoing trials and are opening recruitment for further trials in the coming weeks.

Charity Partnerships

Horton General Hospital Charity delivered **over 12,000 meals to hardworking Horton staff**. They worked with **local community groups, businesses and volunteers** to provide support for staff, also supplying care packs and respite rooms to help staff relax in their breaks.

Annex B: News Stories at the Horton

HORTON EMERGENCY DEPARTMENT WORK BEGINS

12/10/2020 – article [here](#)



Improvement work to enhance urgent and emergency care at the Horton General Hospital is underway.

The project at the Banbury hospital, run by Oxford University Hospitals NHS Foundation Trust, began today (Monday 12 October 2020) and should be fully operational by the end of the year.

A total of £750,000, funded by the Department of Health and Social Care (DHSC), will be spent to expand the Majors area (where most seriously ill patients are taken to be assessed) and separate paediatric and adult spaces in the Horton General's Emergency Department.

The newly created children's area will provide a dedicated area for the care and treatment of all children.

Four additional cubicles will also be created through the relocation and re-provision of staff offices. One of the cubicles will be an isolation room for enhanced infection control use.

Sam Foster, Chief Nursing Officer, said: "We are delighted that work to expand and improve the Emergency Department at the Horton General Hospital has begun.

"This is an important project as it enables us to expand our emergency care for patients in north Oxfordshire. These improvement works will make the Horton Emergency Department a better place to work and provide better facilities for our staff to deliver care. I am particularly pleased that we will be able to provide a better environment for children needing emergency care."

Michelle Brock, Matron of the Horton General Hospital's Emergency Department, said: "Having four extra bays means that people coming into hospital for emergency or urgent treatment can feel confident that we are taking the extra steps necessary to keep them, their families, and our staff safe. The extra bays should also reduce waiting times.

"The new paediatric bays will also allow us to provide care in child friendly facilities that will be less stressful for our young patients and their families."

The Trust was awarded the £750,000 as part of a [£300 million package announced by the Department of Health and Social Care in August 2020 to help NHS trusts prepare for winter](#).

NEW MRI SCANNER NOW LIVE AT THE HORTON

13/08/2020 – article [here](#)



After arriving at the Horton in June 2020, a new MRI scanner is now up and running for patients in Banbury and the surrounding areas.

The mobile unit offers state-of-the-art technology, and also has the capacity to scan inpatients and children as well as people attending outpatient appointments.

The unit can scan an average of 15 patients per day, and has a quicker scanning capability to reduce the amount of time patients spend in the scanner.

Located at the front of the hospital, the unit runs seven days a week from 8.00am to 8.00pm.

Toni Mackay, Operational Services Manager for Diagnostics at the Trust, said:

"This is a really welcome addition to the Horton, and will certainly benefit our patients in Banbury and the surrounding areas. The scanner is fully accessible, and is more spacious so patients can feel a bit more comfortable when having their imaging treatment."

Hannah Iqbal, Director of Strategy and Partnerships at the Trust, said:

"This is great news for our patients in the north of the county. By offering this new service, patients will be able to receive their scan closer to home, and it also demonstrates our ongoing commitment to offering further diagnostic services at the Horton."