

Health and Wellbeing for the future:

# COMMUNITY HOSPITALS IN THE FOREST OF DEAN





Your feedback is greatly valued  
and will ensure that we make  
decisions that reflect the needs  
of the local community.



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# FOREWORD

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**INGRID BARKER****Chair**

Gloucestershire  
Care Services NHS Trust

We owe a debt of gratitude to people of vision and generosity who have helped develop healthcare facilities and services in the Forest of Dean over many generations.

Now, mindful of changes in healthcare and the needs of our population, we need to create a provision for the future.

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**KATIE NORTON****Chief Executive**

Gloucestershire Care  
Services NHS Trust

This must reflect the significant advances in medicine, clinical skills and technology which have resulted in more services than ever before being provided in people's own homes, in GP surgeries and in the community.

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**DR ANDREW SEYMOUR****Clinical Chair**

NHS Gloucestershire Clinical  
Commissioning Group

There is also a clear consensus from health professionals working in the Forest of Dean that, as part of a strong network of services and support, community hospital services remain vital in meeting local needs.

We therefore want to invest in new health care facilities in the Forest of Dean to support modern, efficient, high quality care. Facilities that will ensure we meet the needs of local residents, whilst providing enhanced working conditions for our staff.

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**MARY HUTTON****Accountable Officer**

NHS Gloucestershire Clinical  
Commissioning Group

Following extensive engagement throughout the lifetime of the Forest Health and Care Review, we now want to consult with you on our proposal to replace the Dilke and Lydney hospitals with a new community hospital in the Forest of Dean.

We encourage local people, health and care professionals and our community partners to consider the information included in this booklet and to share their views as part of this consultation.

Your feedback is greatly valued and will ensure that we make decisions that reflect the needs of the local community.

# WHAT ARE WE ASKING YOU TO CONSIDER?

We are asking local people and health and care professionals to consider the options we have developed for the future of community hospital facilities in the Forest of Dean.

In assessing the options, we identified a preferred option to replace the two existing community hospitals, Dilke Memorial Hospital and Lydney and District Hospital with a newly built hospital in the Forest of Dean.

By working with local people to design the facility, we would want it to be a worthy successor to the current hospitals and in keeping with the unique environment of the Forest of Dean.

We believe that the new hospital should be sited in, or near, to one of the main centres of population in the Forest of Dean, namely Cinderford, Coleford or Lydney.

This booklet sets out the reasons why we believe that 'no change', or effectively replicating what we already have now, will not deliver the care or service benefits that we believe our patients and staff deserve.

Working together, we hope to secure the best possible hospital that our resources can provide.

We would like the views of local people and health and care professionals on our preferred option of a new community hospital. We would also like your views on:

- A set of criteria which would be used to help decide where any new hospital would be located.
- How a recommendation should be made on any preferred location.

# SUMMARY

## CHALLENGES

**In developing and delivering high quality services for the future, we face the following challenges:**

- The two existing community hospitals are reaching the stage where it is becoming increasingly difficult to provide modern, efficient, effective, high-quality care;
- The ability to maintain some essential services across two community hospital sites is becoming increasingly difficult with healthcare professionals working across different sites and the challenge of recruiting and retaining enough staff with the right skills;
- There are significant issues relating to cost of maintenance of the existing hospitals and restricted space for services;
- The current physical environment within the hospitals makes it increasingly difficult to ensure privacy and dignity for all patients and manage infection control;
- Too many people from the Forest of Dean are having to travel outside the local area to receive care that should be provided more locally, such as endoscopy;
- The current healthcare system can be fragmented and disjointed from both a patient and professional perspective;
- Healthcare needs within the Forest of Dean are not always being met effectively.

## BENEFITS

**We want to achieve the following benefits for patients, health and care staff and the Forest of Dean community:**

- A new community hospital facility for local people, fit for modern healthcare;
- Significantly improved facilities and space for patients and staff;
- More consistent, reliable and sustainable community hospital services, e.g. staffing levels, opening hours;
- A wide range of community hospital services, including beds, accommodation to support outpatient services and urgent care services;
- Services and teams working more closely together;
- Better working conditions for staff and greater opportunities for training and development so we can recruit and retain the best health and care professionals in the Forest of Dean.



# BACKGROUND

In 2015, NHS Gloucestershire Clinical Commissioning Group (GCCG) which plans and 'buys' (commissions) health services and Gloucestershire Care Services NHS Trust (GCS) which provides community services launched a review into the future of health and care services within the Forest of Dean.

## THE PURPOSE OF THE REVIEW WAS TO:

develop a plan for delivering high quality and affordable community health and care services to the people of the Forest of Dean which meets their needs now and in the future, and is developed with patients, the public and our key partners. The review will encompass all community services in the Forest of Dean, including those within the community hospitals.

To support this work, we established a Forest of Dean Locality Reference Group. This group is made up of public representatives and community partners with a wide range of interests in healthcare in the Forest of Dean.

The feedback received, throughout the lifetime of the Forest Health and Care Review, has informed our options for the future. The review was also supported by the Forest of Dean Primary Care Group, which is made up of representatives from the local GP surgeries.

Although this consultation is about community hospitals, it is part of an overall plan for the Forest of Dean, which will see significant new investment in new facilities for general practice (GPs and their teams) and other community based services in the Forest of Dean.

Plans have already been progressed to improve GP premises in Cinderford and Coleford. Depending on the outcome of this consultation, other GP facilities in the Forest of Dean may also need to be prioritised for improvement.



# THE FOREST OF DEAN - FACTS AND FIGURES

Area covered

**203.2**  
**SQ. MILES**

Area covered (district)



Growth in Population

Population (district)

2016:



**85,385**

Increase since

2005:

**3,903**  
(4.8%)

**88,074:**

the current estimated  
population by  
2025





## Residents with a long term health condition

Percentage of residents in 2015  
who reported having a long term  
health problem or disability

**19.6%**  
(16,603)



## Age of population

Total number of older people  
aged 65 and over in  
2016:

**20,209**

Current estimated rise:

**4,443**

Total number by  
2025:

**24,652**

The 3 leading causes of death in the Forest of Dean:

THE TOP  
**3**

**Cancer, Cardiovascular  
disease (CVD) and  
respiratory disease.**

# WHAT YOU SAID WAS IMPORTANT TO YOU

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Between September 2015 and May 2016, we sought the views of local people and healthcare providers about what was important to them about health and care and this is what you told us:

## **COMMUNITY HOSPITALS**

There was general consensus that current facilities need either replacing or significant refurbishment in order to bring them up to “modern-day standards.” The possibility of a new, single hospital was suggested by many people, including healthcare professionals who identified increased opportunities for more joined up working.

## **ACCESS TO SERVICES**

People wanted care provided “close to home” whenever possible. Transport was seen as a significant barrier to accessing services, and those reliant on public transport told us that they often spend an entire day attending a short appointment at one of the two large hospitals - Gloucestershire Royal Hospital or Cheltenham General Hospital. Access to diagnostic services (equipment or services that help to identify what is causing an illness or injury) was particularly highlighted as an area for improvement.

## **URGENT CARE**

We heard that the ‘out-of-hours’ periods can be particularly challenging for people living across

the Forest of Dean and there was a wish to see better working between GP out-of-hours services, pharmacy services, Minor Injury and Illness services and community teams (including end of life care).

## **OUTPATIENT SERVICES**

There was widespread support for more outpatient appointments to be provided locally in the Forest of Dean.

## **COMMUNITY NURSING**

People wanted to see further development of joined up Health and Social Care Community Teams and the Rapid Response Service (urgent care response within the community and in people’s own homes) to avoid long hospital stays.

## **PARTNERSHIP WORKING**

We heard a lot about the need for more “joined up” care between primary care (services provided by GPs and practice teams), community based teams, community hospital services and the voluntary sector.

In terms of community hospital care and the feedback received, we have concluded that there is a continued need, and wish, for:

**Community hospital\*beds in the Forest of Dean, providing an appropriate alternative to stays in the large hospitals or care at home**

**Additional outpatient services provided locally in a high quality environment**

**Appropriate areas in a community hospital for therapy services and treatments**

**An urgent care facility which would support greater co-ordination of care between GPs (whether in the daytime, evening, night time or at weekends), diagnostics, community pharmacy, minor injury and illness services and community teams**

**Provision of appropriate diagnostic services, including an endoscopy suite, reducing the need for people to travel to Gloucester or Cheltenham**

**Space to support community events, giving community and voluntary organisations the opportunity to meet with patients and the public and offer relevant support services**

**Interior displays that recognise the unique heritage and character of the Forest of Dean**

During the engagement period, some people asked us to consider additional local maternity services, specifically a maternity/birthing unit in the Forest of Dean. This has, however, been discounted on the basis that a clinically safe and sustainable service could not be provided. We will continue to promote home births where appropriate.

\*Community hospital beds – provided in a way that would support the highest standards of privacy and dignity and infection control. No decision has been made on the exact number of beds, but it would need to meet the needs of Forest of Dean residents and ensure a viable service i.e. evidence suggests at least 24 beds. Currently, on average, only 21 beds are being used by Forest of Dean residents in the two community hospitals at any one time.



# HOW ARE SERVICES CURRENTLY ORGANISED?

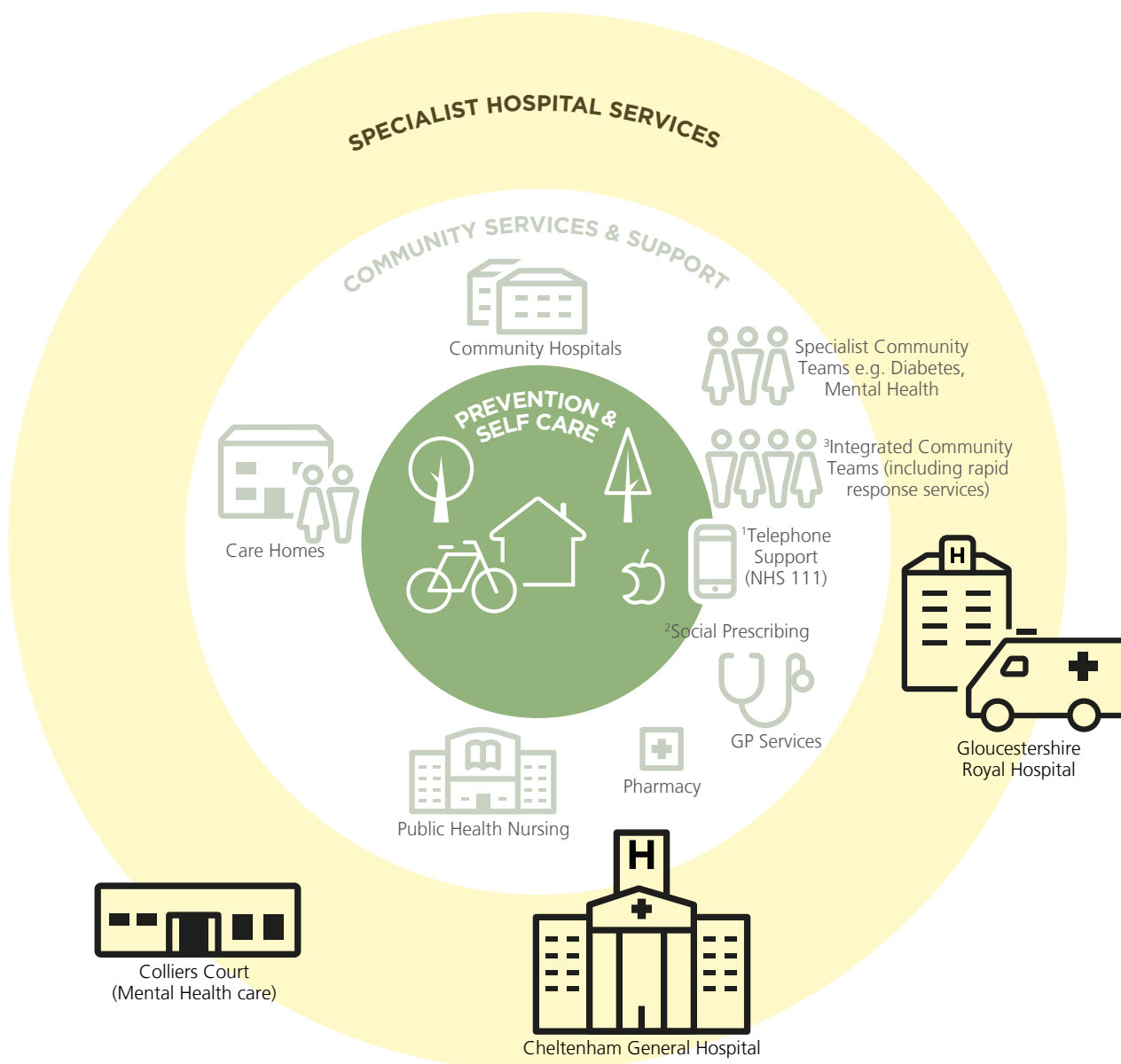
Gloucestershire Care Services NHS Trust runs community hospitals in Gloucestershire, including two in the Forest of Dean, and also provides a range of community based services.

**The two community hospitals in the Forest of Dean provide a range of services including:**

- Outpatient services
- Some diagnostic services
- Minor Injury and Illness services and;
- Inpatient beds – (care for people who are poorly and need medical care, rehabilitation care and end of life care, but do not need care at a large 'acute' hospital).

**THESE COMMUNITY HOSPITAL SERVICES FORM PART OF A NETWORK OF LOCAL SERVICES AND SUPPORT SHOWN ►**





## Key information:

**<sup>1</sup>NHS 111** – health and service advice to the public and access to the Out of Hours (OOH) service.

The OOH service – GPs and nurses provide telephone advice, care at a community hospital (primary care centre) and home visiting outside of GP surgery opening hours.

**<sup>2</sup>Social Prescribing** – GPs refer patients who do

not necessarily require medical care to sources of community support. Involves close working with local councils and voluntary and community organisations.

**<sup>3</sup>Integrated Community Teams (ICTs)** – GPs, community nurses, therapists, social workers, reablement workers and other key support staff. Provide joined up care in people's own homes and the community.

# WHY THINGS NEED TO CHANGE

Whilst proud of the healthcare services currently provided in the Forest of Dean, to continue to develop and deliver high quality community hospital services for the future, **we do not believe we can continue as we are because:**

- The two community hospitals are reaching the stage where it is becoming increasingly difficult to support the provision of modern, efficient, effective, high-quality care;
- The ability to maintain some essential services across two community hospital sites is becoming increasingly difficult with healthcare professionals working across different sites and the challenge of recruiting and retaining enough staff with the right skills;
- There are significant issues relating to cost of maintenance of the existing hospitals and restricted space for services;
- The current physical environment within the hospitals makes it increasingly difficult to ensure privacy and dignity for all patients and manage infection control;
- Too many people from the Forest of Dean are having to travel outside the local area to receive care that should be provided more locally, such as endoscopy;
- The current healthcare system can be fragmented and disjointed from both a patient and professional perspective;
- Healthcare needs within the Forest of Dean are not always being met effectively.





# WHAT WE WANT TO ACHIEVE

In developing options for the future of community hospital provision in the Forest of Dean we established clear objectives and criteria that were informed by your feedback.

**WE HAVE AGREED 2021/2022 AS THE LATEST DATE TO MEET OUR OBJECTIVES.**

OBJECTIVE	WHAT DO WE MEAN?
<b>Support the delivery of new models of care</b>	Accommodation that will support joined up (integrated) primary (e.g. services provided by GPs and their teams) and community based services in the Forest of Dean.
<b>Improve local access to services</b>	Increased access to high quality primary and community based services in the Forest of Dean.
<b>Ensure appropriate service capacity</b>	The necessary capacity (services, staff and premises) to meet the current and future needs of people living in the Forest of Dean.
<b>Provide a high quality physical environment</b>	Community hospital services in the Forest of Dean provided in places which are fully compliant with statutory standards e.g. building regulations, environmental and health and safety standards and in keeping with the unique environment of the Forest of Dean.

**THE FEEDBACK AND DISCUSSIONS THROUGH THE FOREST OF DEAN REFERENCE GROUP AND PROJECT GROUP INFORMED ADDITIONAL CRITERIA BELOW:**

CRITERIA	WHAT DO WE MEAN?
<b>Flexibility and adaptability</b>	Facilities that can be easily adapted to meet the changing needs of the local population and changes in the way health care services can be provided.
<b>Support new ways of working</b>	Facilities which reflect best practice and provide high quality, safe and sustainable services that encourage partnership working between staff, organisations and services.
<b>Achievability</b>	Can be completed no later than 2021/2022.
<b>Affordability</b>	Affordable and sustainable within the money available.
<b>Acceptability</b>	Will be acceptable to the public and partners now and into the future.

# THE OPTIONS WE HAVE CONSIDERED

- KEY**
- Does not meet objectives/criteria
  - Partly meets objectives/criteria
  - Fully meets objectives/criteria

Through reviewing the findings from previous engagement and extensive discussions with the Locality Reference Group and the Forest of Dean Primary Care Group (see Page 6), we identified four broad options for consideration. We used the agreed objectives and criteria to appraise them.

OBJECTIVES	CRITERIA
1. Support the delivery of new models of care	5. Flexibility and adaptability
2. Improve local access to services	6. Support new ways of working
3. Ensure appropriate service capacity	7. Achievability
4. Provide a high quality physical Environment	8. Affordability
	9. Acceptability

OPTIONS	ACTIONS	1	2	3	4	5	6	7	8	9	PROPOSED RESPONSE OVERALL	SUMMARY
1. Do the minimum - maintaining compliance	On-going maintenance of the two existing community hospitals.										Reject	Our Options Appraisal concluded that maintaining the current two community hospitals serving the population of the Forest of Dean is not a viable option in the medium to longer term. There are fundamental issues of building capacity (space, design and layout), cost of maintenance and the inability to sustain essential services across both sites. Given the relatively small geographic area and population size, providing services from two sites would not support high quality, effective and safe services in the future and is not considered affordable.
2. Re-develop / re-provide two community hospitals	Provision of two 'new' community hospitals, either upon the current land or elsewhere in the Forest of Dean.										Reject	As above, our Options Appraisal concluded that maintaining services across two community hospitals is not sustainable e.g. always having enough staff available with the right skills, making best use of staff time, maintaining reliable opening hours for essential services, making best use of the money available. There is not enough money (capital) available to redevelop or rebuild two community hospitals to a standard which would meet all statutory requirements.
3. A single Community Hospital in the Forest of Dean	Develop a new community hospital in the Forest of Dean as a replacement for the two community hospitals (either on one of the existing sites, or elsewhere in the Forest of Dean).										Accept and take forward	Our Options Appraisal concluded that this option could deliver a new purpose built facility of a size and capacity to provide high quality, safe and sustainable care. It could be delivered within available resources and would provide the clinical space needed to support the development of services. It would support partnership working, including opportunities for bringing staff together. The Options Appraisal recognised the impact on (geographical) access.
4. Close both of the two existing community hospitals and offer home and community-based services as alternatives	Create community-based teams with skills to care for people at home and in the community, including at times of crisis (complementing the Rapid Response teams). Where a hospital stay is unavoidable, refer people to other hospitals across Gloucestershire or beyond.										Reject	Our Options Appraisal concluded that this option does not reflect the ongoing need for urgent care services and a facility that can provide a range of more specialist services in the community, recognising the geography of the Forest of Dean.

The outcome of the appraisal (assessment) was reviewed by the Board of Gloucestershire Care Services NHS Trust which resulted in a clear preferred option. The table above provides a summary of the outcome of the options appraisal.

**CONCLUSION:**

On the basis of the assessment the preferred way forward, which we are recommending through this public consultation, is **OPTION 3 - to develop a single community hospital in the Forest of Dean.**

# LOCATION OF A NEW COMMUNITY HOSPITAL

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Following this consultation, should a decision be made to develop a new community hospital for the Forest of Dean (either on one of the current sites or a new site); it will be important to consider carefully a number of factors before making a decision on a preferred location.

We are taking this opportunity to share some of the criteria we think would be important in making such a decision. In addition to the list below, we would welcome your thoughts on whether there are any other things we should take into account:

- It should be in, or near, to one of the three main population centres in the Forest of Dean – Cinderford, Coleford or Lydney. As a guide it should be no further than 30 minutes by car, for the majority of Forest of Dean residents.
- There is an available site that:
  - + is able to accommodate a building/buildings (and parking provision) which meet current and future service requirements
  - + is accessible by car or public transport
  - + is available and affordable to enable completion of works by 2021/2022
  - + will be able to secure appropriate planning permission.

- It is in an area which offers the greatest opportunities for co-location with primary care (e.g. GP services) and/or other related health and wellbeing services.
- It should have the support of local health and care professionals.
- It is a site that offers a design and development which provides best value for money for the public purse.

Wherever the location is, we would be committed to any new development being designed with the input of local communities to reflect the unique heritage and character of the Forest of Dean, with environmental sustainability at the core of the design.



# MAKING A RECOMMENDATION

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We would also like your views on which kind of forum you think should be used to make a recommendation on the preferred location, if the preferred option of building a new community hospital is agreed.

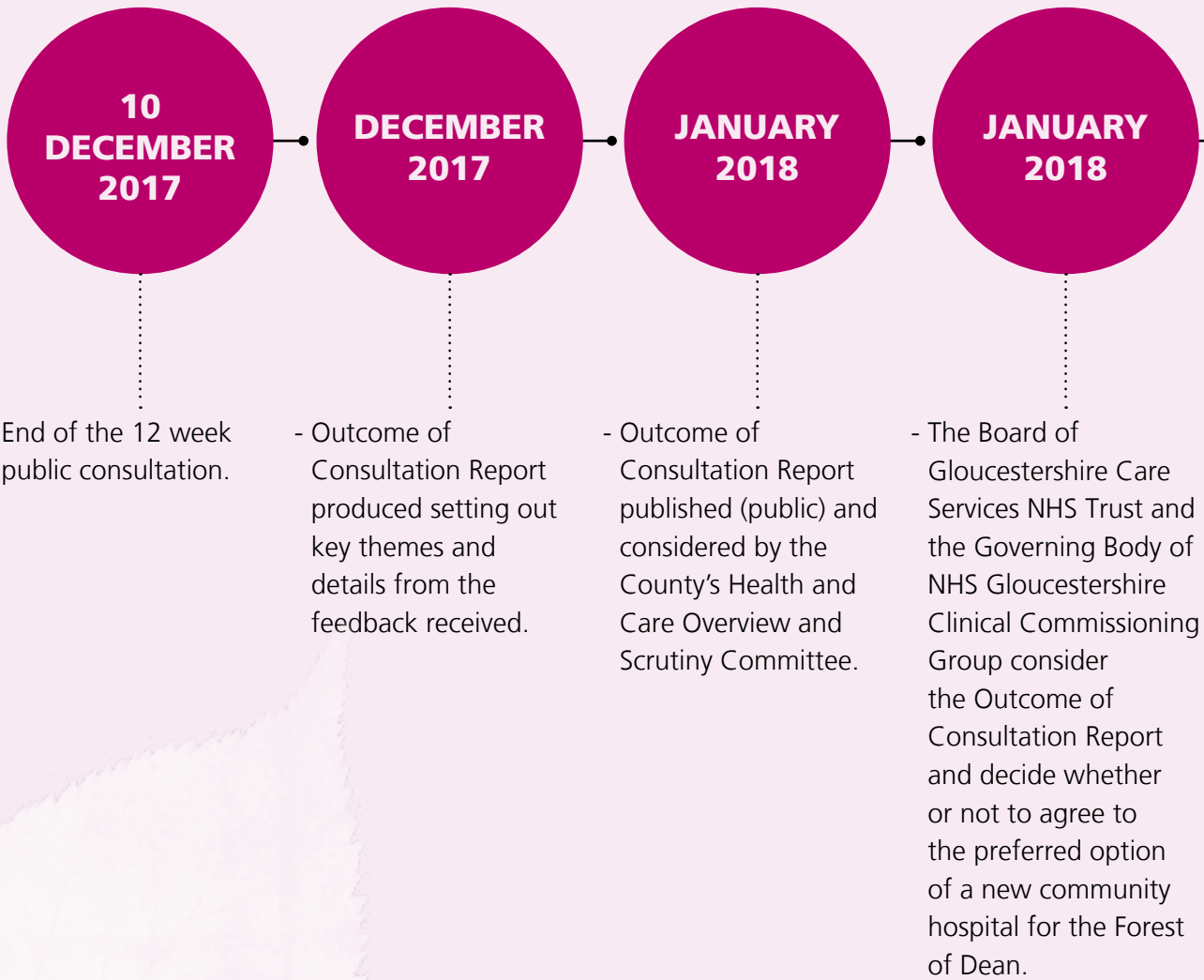
While a final decision would be made by the Board of Gloucestershire Care Services NHS Trust (as it would be making available the funding for the proposed new hospital should this be agreed) and the Governing Body of NHS Gloucestershire Clinical Commissioning Group, there would be a commitment to an open and transparent approach to determining a preferred location.

Your views are sought on the best way to enable a recommendation on any site location to be developed. We think there are a number of options:

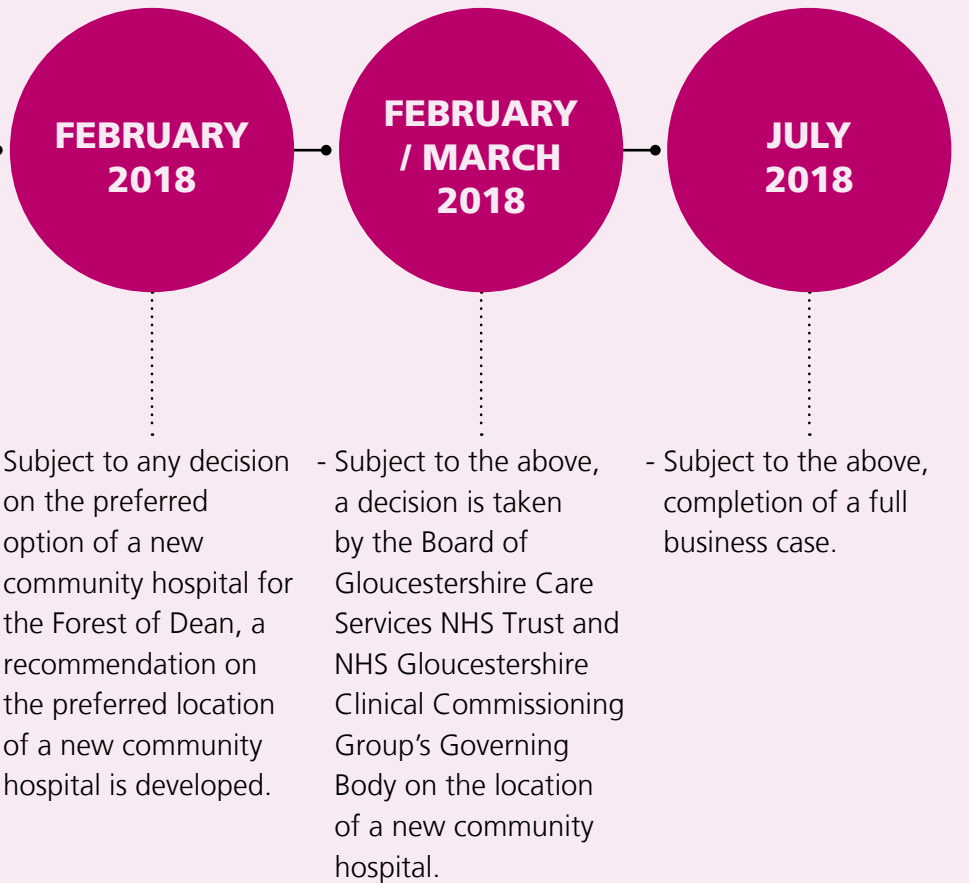
- To establish a Clinical Advisory Panel, involving a representative group of local clinicians (e.g. doctors and nurses) to consider the evidence and make a recommendation. A clinical advisory panel would be independently facilitated (chaired). It would be presented with, and can call for, evidence to enable it to make as informed a recommendation as possible.
- To establish a Citizen's Advisory Panel to consider the evidence and make a recommendation. A citizen's advisory panel or 'jury' works on the principles of our legal jury system; it would be independently facilitated (chaired) and would be made up of representatives from the community with no personal interest in the issue being discussed. It would be presented with, and can call for, evidence to enable it to make as informed a recommendation as possible.
- To ask the Gloucestershire Care Services NHS Trust Board and the NHS Gloucestershire Clinical Commissioning Group Governing Body to consider the evidence and use an agreed criteria to make a decision.
- A combination of the options above.

# WHAT WILL HAPPEN NEXT

The following dates are for the initial consultation and development of the Outcome of Consultation Report:



The following dates are subject to the outcome of consultation:





## SHARE YOUR VIEWS / FIND OUT MORE

- Complete the FREEPOST survey in this booklet and return it to us by: 10 December 2017
- Complete the survey on-line at: [www.fodhealth.nhs.uk/survey](http://www.fodhealth.nhs.uk/survey)
- Visit us at one of our public drop in sessions or at the Information Bus. See event list at: [www.fodhealth.nhs.uk/events](http://www.fodhealth.nhs.uk/events)
- Get involved via social media  
- take part in a Twitter Q/A session (check the website for details)

You can find more information on our website: [www.fodhealth.nhs.uk](http://www.fodhealth.nhs.uk)

If you have any further questions please contact the Consultation team by [email](#) or via the freepost address.

# ABOUT YOU

These questions are optional, but to help us ensure we reach a good cross-section of the local population, we would be grateful if you could complete the following:

## 1 What is your gender?

Male      Female      Prefer not to say

☐☐☐

## 2 What is your age group? (please circle)

Under 18      18-25      26-35      36-45

46-55

56-65

66-75

over 75

Prefer not to say

## 3 Are you:

Health or care  
professional

☐

Community partner or  
member of the public

☐

## 4 What is the first part of your postcode? e.g. GL17, GL20

## 5 Overall how would you rate your health during the past 4 weeks?

Excellent      Very good      Good      Fair      Poor      Very poor      Prefer not to say

☐☐☐☐☐☐☐

## 6 Do you consider yourself to have any disability? (Tick all that apply)

☐

No

☐

Visual impairment

☐

Hearing impairment

☐

Physical disability

☐

Mental health  
problem

☐

Learning difficulties

☐

Long term condition

☐

Prefer not to say

## 7 Which of the following health and care services have you, or your family, used in the last 12 months?

☐

GP Practice

☐

Community Nursing

☐

Community Hospital Minor Injury and Illness Unit

☐

Outpatient appointment at a Community Hospital

☐

Outpatient appointment at a large 'acute' hospital  
e.g. Gloucestershire Royal Hospital

☐

Stayed in a Community Hospital

☐

Stayed in a large 'acute' hospital  
e.g. Gloucestershire Royal Hospital

☐

Out of Hours GP services

☐

Other services (please specify)

☐

I have not used any services in the last 12 months

## 8 To which of these ethnic groups would you say you belong? (please tick one)

☐

White British

☐

Other White background (please specify)

☐

Mixed background

☐

Asian or Asian British

☐

Black or Black British

☐

Chinese or other ethnic group

☐

Prefer not to say



# TELL US YOUR VIEWS:

Please send us your views by: 10 December 2017. Alternatively, you can complete this survey on-line at [www.fodhealth.nhs.uk](http://www.fodhealth.nhs.uk) Space on the printed survey below is limited; further comments can be submitted via the website or in writing using our freepost address.

## 1 Do you agree with our preferred option to invest in a new community hospital in the Forest of Dean, which would replace Dilke Memorial Hospital and Lydney and District Hospital?

Yes No Don't Know

☐☐☐

If you do not support our preferred option, please tell us:

- Why you are unable to support this option
  - What other option(s) we should consider
- (options must be able to achieve the objectives and criteria set out in section 8 of this booklet)

## 2 Do you think that any of the options explained in the consultation booklet (section 9) have a greater impact on either you, your family, or other Forest of Dean residents? If yes, please tell us why.

Yes No Don't Know

☐☐☐

## 3 If the option of a single new community hospital is approved, to what extent do you agree with the proposed criteria for assessing the location for a community hospital in the Forest of Dean (set out in section 10)?

Completely Partly Not at all

☐☐☐

If you do not "completely" agree, please tell us:

- Why you do not agree
- What other criteria we should consider

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**4** If the option of single new community hospital in the Forest of Dean is agreed, how do you think a recommendation should be made on the location?

- ☐ A recommendation to the Gloucestershire Care Services NHS Trust Board and NHS Gloucestershire Clinical Commissioning Group Governing Body from local clinicians, through a Clinical Advisory Panel
- ☐ A recommendation to the Gloucestershire Care Services NHS Trust Board and NHS Gloucestershire Clinical Commissioning Group Governing Body from a representative group of local people, through a Citizen's Advisory Panel
- ☐ Gloucestershire Care Services NHS Trust Board and NHS Gloucestershire Clinical Commissioning Group Governing Body consider the evidence and use an agreed set of criteria
- ☐ A combination of the options above
- ☐ I don't have an opinion on this

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**5** How have you participated in this consultation?

- ☐ Attended a presentation
- ☐ Attended a drop-in session
- ☐ Visited the Information Bus
- ☐ Read the information in the consultation booklet and completed the survey

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**6** Please use the box below for any other comments.

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**Thank you for taking the time to share your views.**

At the end of the consultation period, all feedback received will be collated, analysed and presented in the Outcome of Consultation Report. This report will be available at [www.fodhealth.nhs.uk](http://www.fodhealth.nhs.uk).

Freepost RRYY-KSGT-AGBR  
Forest of Dean Consultation  
5220 Valiant Court  
Gloucester Business Park  
Brockworth  
GL3 4FE

YOU CAN RETURN YOUR FORM TO US BY SENDING  
IT TO THE FOLLOWING FREEPOST ADDRESS BY 10 DECEMBER 2017

To discuss receiving this information in large print or Braille please ring **0800 0151 548**.

To discuss receiving this information in other formats please contact:

এই তথ্য অন্য ফর্মাটে পেতে আলোচনার জন্য দয়া করে যোগাযোগ করুন

如需以其他格式接收此信息，请联系

V případě, že potřebujete obdržet tuto informaci v jiném formátu, kontaktujte prosím

આ માહિતી બીજા ફોર્મેટમાં મળવાની ચર્ચા કરવામાટે કૃપાકરી સંપર્ક કરો

Aby uzyskać te informacje w innych formatach, prosimy o kontakt

По вопросам получения информации в других форматах просим

Ak si želáte získať túto informáciu v inom formáte, kontaktujte prosím

**FREEPOST RRYY-KSGT-AGBR,**

Forest of Dean Consultation,

5220 Valiant Court, Gloucester Business Park, Brockworth GL3 4FE