

Joint Seminar

Gloucestershire Care Services NHS Trust

NHS Gloucestershire Clinical Commissioning Group

25 January 2018



Health and Wellbeing for the future:

COMMUNITY HOSPITALS IN THE FOREST OF DEAN



www.fodhealth.nhs.uk

CONTEXT AND CASE FOR CHANGE

- Case for change published in July 2017:

Challenges:

- The two community hospitals are reaching a stage where it is becoming increasingly difficult to provide modern, efficient and effective care;
- The ability to maintain some essential services across two sites is becoming increasingly challenging;
- The current physical environment makes it difficult to ensure privacy and dignity for all patients and manage infection control;
- Too many people are having to travel outside of the local area to receive care that should be provided more locally;

Aims:

- To provide more consistent, reliable and sustainable community hospital services
- To offer wider range of community hospital services in the Forest of Dean
- Provide significantly improved facilities for patients, carers and staff
- Enable services and teams able to work more closely together
- Provide better working conditions and opportunities for training and development to aid recruitment and retention



What were we consulting on

- Views on our preferred option to replace the two existing community hospitals, Dilke Memorial Hospital and Lydney & District Hospital, with a newly built hospital in the Forest of Dean
- The criteria we should use to help decide where any new hospital would be located
- How a recommendation on a preferred location could be made



Health and Wellbeing for the future:

COMMUNITY HOSPITALS IN THE FOREST OF DEAN

Outcome of Consultation Report -

Autumn/Winter 2017

Consultation Activity summary

3 month public consultation

12 September – 10 December 2017

Events

- **52** public events
- **1,318** Face to face contacts

Social media

- Website: **3,456** individual visitors
- Twitter: **27,498** impressions
- Forest of Dean Facebook page : **3,779** impressions

Surveys and correspondence

- **2990** Main Surveys completed / **354** Easy Read Surveys completed
- Total: **3344 Surveys completed** - *not everyone answered all of the questions*
- 28 letters / emails received



Consultation activities

52 events across Forest of Dean venues



Tea and Talk Drop Ins and Presentations

Information Bus



www.fodhealth.nhs.uk

Healthwatch Gloucestershire comments on Consultation

- High level of preparation
- Good range of ways for people to have their say
- Good number of face-to-face opportunities
- Professional
- Good quality information
- Dedicated website
- Audio-visual content
- Clearly set out the preferred option - taking such a clear position is helpful



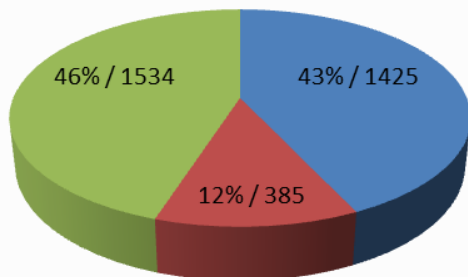
Outcome of Consultation: Feedback

Question 1 (part 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?

Do you support our preferred option?

■ Yes ■ Don't Know ■ No



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

Why you are unable to support this option

Main Themes:

- reduced number of beds
- travel/transport
- changing demographic
- Forest of Dean heritage / community cohesion / local investment
- insufficient detail provided
- NHS 'cost cutting'



Outcome of Consultation: Feedback

Question 1 (part 2)

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

What other option(s) we should consider

Main Themes:

- Share investment £11m between two existing sites
- redevelop one site use second site for respite/End of Life/care home facility
- Include a maternity unit
- Include a theatre

Don't Know responses (339 including 214 comments)

More than half of the 'Don't Know' comments indicate that respondents would, or would be more likely to, support the preferred option if two factors known:

location and detail of services (including number of beds).



Outcome of Consultation: Feedback

Question 2 (part 1)

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?

Yes	49%
No	26%
Don't know	25%

(Easy Read) How would you be affected by a new hospital in the Forest?

Good for me and my family 28%
Bad for me and my family 44%
No difference 28%



Outcome of Consultation: Feedback

Question 2 (part 2)

If yes, please tell us why (negative and positive impacts)

A single hospital providing more beds and services with transport links could work. Obviously no hospital would have the worst impact

Access/Travel/Public Transport

I feel some people may find it more difficult to access care. Transport may be a problem for some users.

An adverse effect on travel difficulties. New bus routes will have to be put in place. A positive effect if more services are available

Access to a community hospital bed in the Forest of Dean

The proposed reduction of beds for a single site is a real concern

Facilities

I believe a new hospital on one site is the best way forward as it would be more efficient use of money, provide a better service for local people and visitors to the area (using the MIU) and be a very pleasant purpose built unit to work in. I think one unit would be better for people to use for instance x ray and outpatient appointments.

Whilst I have no objection to either one replacement hospital or two newly built hospitals, it needs to be clearer what facilities this would give us.

Outcome of Consultation: Feedback

Question 3 (part 1)

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.

Completely	43%
Partly	30%
Not at all	25%
Don't know	2%

Question 3 (part 2)

If you do not “completely” agree, please tell us: Why you do not agree? What other criteria we should consider?

Criteria suggested by survey respondents:

location within the Forest of Dean and site characteristics.

Many suggestions reflected criteria given as part of the consultation e.g. accessibility and public transport



Outcome of Consultation: Feedback

Question 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?

- Clinical Advisory Panel 4%
- Citizen's Advisory Panel 27%
- Gloucestershire Care Services NHS Trust Board and NHS Gloucestershire Clinical Commissioning Group Governing Body 4%
- A combination of the options above 51%
- I don't have an opinion on this 14%



Outcome of Consultation: Feedback

Question 5

How have you participated in this consultation?

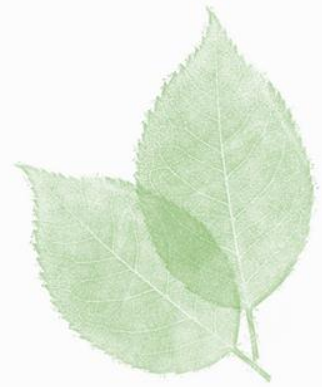
Attended a presentation	18%
Attended a drop-in session	10%
Visited the Information Bus	16%
Read the information in the consultation booklet and completed the survey	84%



Outcome of Consultation: Feedback

Any other comments

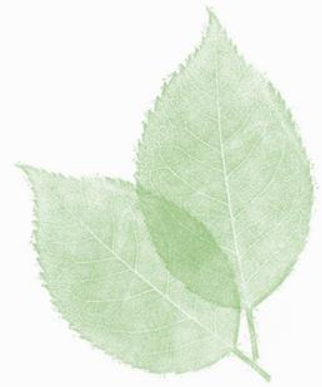
- Location
- Heritage
- Environment
- Consultation
- Services / Facilities
- Beds
- Demographics and Housing Development
- Access / Travel / Public Transport
- Funding / Investment
- Politics
- Staff and Management



Outcome of Consultation Demographics

The survey questionnaire provided the opportunity, (optional) for respondents to provide information about themselves. This information is helpful in identifying whether a good range of local people have taken the opportunity to provide feedback.

Consultation participants came from a good range of genders, ages, roles, ethnicity, residential areas, health rating, disability, recent use of health and care services.



Initial NHS Response to Consultation Outcome presented to the Gloucestershire Health & Care Overview and Scrutiny Committee held on 9th January

NHS Initial Response to Consultation Outcome

The Consultation enabled us to test our preferred option, and to better understand any issues and concerns of local people.

The Consultation sought feedback specifically on the preferred option, deliberately offering only a high level overview of the services.

Pleased to received feedback from Healthwatch Gloucestershire regarding the consultation.

Our Initial Observations

Role of Community Hospitals and Quality of Care - People have been overwhelmingly positive about the quality of care provided at both existing hospitals.

Beds and Services -The inclusion of a statement on a minimum number of beds has resulted in significant concern that we need to explain better as no final position on bed numbers has been taken.

Access and Travel - Access and travel is, and will continue to be, a significant issue for the planning and development of services in the Forest of Dean.

Participation in the consultation - People who attended consultation events and fully completed the consultation survey appear to have been more reassured by our plans. There was also greater support among younger people than older people.

Site Selection - There is broad consensus on the criteria that we could use to determine a preferred location and the process to enable a recommendation to be made.



**Response from Gloucestershire
Health & Care Overview and
Scrutiny Committee
held on 9th January 2018**

- The Committee “was satisfied that the consultation process was undertaken in line with statutory requirements”.
- The Committee sought assurance that in making a decision GCS and GCCG Boards would give due consideration to:
 - The number of beds
 - Transport issues
 - Housing developments (including the impact associated with the removal of Severn Bridge tolls)
 - The need for greater clarity as to why the shared investment is not viable

Community Hospitals in the Forest of Dean - Recommendations for Next Steps following the public consultation



Developing the Recommendations

- Senior colleagues from GCCG and GCS have reviewed all the feedback received through the survey, the consultation events and written responses
- We have developed a set of recommendations for consideration by both the GCS Trust Board and NHS Gloucestershire CCG Governing Body, which seek to address the issues and opportunities identified through the consultation.
- The GCS Trust Board, as the main provider organisation, and owner of the two community hospitals, will consider the recommendations and consider whether it continues to support and approve the preferred option.
- The NHS Gloucestershire Clinical Commissioning Group, as the main commissioner of services provided by the two Community Hospitals in the Forest of Dean, will consider the recommendations and consider whether it continues to support and approve the preferred option.

Recommendation 1: The Case for Change

Summary

There has been no new evidence presented through the consultation to suggest that the case for change should be revisited.

There is a recognition that while the two existing community hospitals have served their communities over many years, there are increasing challenges that need to be faced.

Recommendation 1: Case for Change

The CCG Governing Body/Gloucestershire Care Services NHS Trust Board will be asked to re-confirm its continuing support for the Case for Change, with specific reference to community hospital services.

Recommendation 2: Bed Capacity

Summary of what we have heard

If the Governing Body and Trust Board progress the preferred option, it will be essential that further work is undertaken to provide assurance on the bed modelling rationale to ensure that the concerns expressed through the consultation are addressed, ensuring this has taken into account demographic change (see Recommendation 4). .

Recommendation 2: Bed Modelling

The GCCG Governing Body/Gloucestershire Care Services NHS Trust Board will be asked to:

- Confirm that no final bed numbers have been agreed and commit to undertaking further work to provide the rationale and evidence base for the proposed bed numbers.
- Confirm that this work will be completed before the final design of a new community hospital is agreed, and that it will be shared widely with colleagues in the Forest of Dean.

Recommendation 3: Travel and transport

Summary

It is clear that should the preferred option be progressed, careful consideration of travel and transport impact and opportunities must be given serious attention.

Recommendation 3: Travel and Access

The GCCG Governing Body/Gloucestershire Care Services NHS Trust Board will be asked to:

- Note the importance of travel and access for people in the Forest of Dean.
- Ensure that travel and access issues are reflected in any consideration of location, should there be a decision to progress the preferred option.

Recommendation 4: Changing demographics

Summary

Should the preferred option be progressed, greater assurance will be needed to evidence consideration of future population changes and planned housing developments, particularly where these could materially impact on location and core services (including bed numbers – see recommendation 2).

Recommendation 4: Planning for demographic growth

The GCCG Governing Body/Gloucestershire Care Services NHS Trust Board will be asked to:

- Confirm that the assumptions for demographic growth will be reviewed and updated to reflect the most current information, working in partnership with the Forest District Council and town councils as necessary;
- Ensure that this information will be available to any forum established to consider the optimal location if the preferred option is approved.

Recommendation 5: Local Heritage/Local Investment

Summary

The consultation has highlighted the need to provide assurance that the future of both existing sites will be an important consideration for the GCS Trust Board and that cultural heritage would be taken into account in any new hospital development.

Recommendation 5: Heritage and Legacy

The GCCG Governing Body/Gloucestershire Care Services NHS Trust Board will be asked to:

- Confirm the intent that, should the preferred option be progressed, and should either or both sites become surplus to requirements, options for the future of each site will be progressed to realise best value.

Recommendation 6: Insufficient detail

Summary

The consultation has highlighted a wish for greater detail on the services to be provided in a new community hospital.

Recommendation 6: Detailed Service Planning

The GCCG Governing Body/Gloucestershire Care Services NHS Trust Board will be asked to:

- Reconfirm the approach to seek the views through consultation on the preferred option for a single new hospital, and views on the criteria for location.
- Commit to ensuring that there will be a process established to ensure that local people are engaged and involved in the detailed service planning, reflecting an ongoing commitment to co-production if the preferred option is approved.

Recommendation 7: NHS Cost Cutting

Summary

There were some people who perceive the proposals are being driven by a need to save money, and who believed that it would lead to the privatisation of services.

Recommendation 7: NHS Financial Framework

The GCCG Governing Body/Gloucestershire Care Services NHS Trust Board will be asked to:

- Ensure that in all future engagement and communication it is made clear that should the preferred option be progressed, this will be achieved through the investment of NHS capital by Gloucestershire Care Services NHS Trust.
- Note that should the preferred option be approved, there will be a commitment to ensure that the optimal levels of efficiency are realised.

Recommendation 8: Alternative Options

Summary

Where comments were offered, the predominant suggestion was to share the proposed capital investment across the two existing sites.

This option was explored as part of the original option appraisal and was discounted for a number of reasons specifically:

- *Even with significant investment there would continue to be constraints associated with the existing buildings that would impact on the ability to provide a high quality physical environment.*
- *It does not address the inability to sustain essential services across both sites.*
- *It would not support new ways of working.*

Recommendation 8: Alternative Options

The GCCG Governing Body/Gloucestershire Care Services NHS Trust Board will be asked to:

- Confirm the assessment that no new options which are able to meet the objectives set have been identified through the consultation feedback.

Recommendation 9: Impact Assessment

Summary

Travel and access are the key issues identified, highlighting the need to continue to assess the impact of any changes proposed through a robust quality and equality impact assessment, both positive and negative.

Recommendation 9: Impact Assessment

The GCCG Governing Body/Gloucestershire Care Services NHS Trust Board will be asked to:

- Recommit to ensuring that, what-ever option is progressed, there will be a clear process to assess the quality and equality impact, with particular reference to people with protected characteristics.

Recommendation 10:

Making a recommendation on location

Summary

There is recognition that it is unlikely that a consensus on the issue of location of a single new community hospital will be possible. The proposed criteria were well supported and a process for a combined panel with representatives from the community and health professionals was preferred.

Recommendation 10: Criteria and approach for appraising location and site

The GCCG Governing Body/Gloucestershire Care Services NHS Trust Board will be asked to:

- Confirm the criteria to be used to enable an objective consideration of a preferred location.
- Confirm that a Combined Panel will be commissioned with the purpose of applying the criteria.
- Confirm the site criteria that will be used

Final Recommendation

The GCS Trust Board and the NHS Gloucestershire Clinical Commissioning Group will be asked to consider whether the recommendations set out address the issues identified through the consultation such that each feel able to approve the preferred option of a new community hospital in the Forest of Dean to replace the two existing community hospitals, Dilke Memorial Hospital and Lydney & District Hospital.