

# Improving Rehabilitation Services for the Elderly in North East Glasgow: Lightburn Hospital

## Draft Consultation Plan

Version: April 2017

### 1. Introduction

NHS Greater Glasgow and Clyde (NHSGGC) are proposing to reshape the delivery of rehabilitation services for the elderly in the North East of Glasgow and East Dunbartonshire. This would result in the transfer of services from Lightburn Hospital to our acute sites at Glasgow Royal Infirmary and Stobhill Hospital and to local care homes and community facilities in the East End of Glasgow.

The following describes the draft consultation plan for this proposal and outlines how we will consult with potentially affected people and communities by adopting a wide-ranging and inclusive process to encourage and stimulate discussion and debate to hear and take account of views and suggestions. Table 1 below provides a summary of the consultation plan and timeline; additional activities such as speaking to community groups and fora etc. will be included as and when required.

### 2. Table: Summary Timeline for Consultation

Date	Activity
20 Dec 2016	NHSGGC Board Meeting – approval to proceed to public consultation
21 Dec 2016	Publicise outcome of board meeting <ul style="list-style-type: none"> <li>• Update NHSGGC webpage</li> <li>• Issue press release</li> </ul>
22 Dec 2016	SRG Meeting – 4 <ul style="list-style-type: none"> <li>• Review Informing and Engaging Process</li> <li>• Discuss options appraisal process to agree the preferred option(s) for consultation</li> <li>• Consider the Draft Consultation Plan with a focus on               <ul style="list-style-type: none"> <li>– Consultation materials                   <ul style="list-style-type: none"> <li>▪ Leaflet</li> <li>▪ Supplementary materials</li> <li>▪ Background document</li> </ul> </li> <li>– Consultation events</li> </ul> </li> </ul>
26 Jan 2017	SRG Meeting – 5 <ul style="list-style-type: none"> <li>• Carry out options appraisal to agree and evidence the preferred option(s) for consultation</li> <li>• Review of consultation materials               <ul style="list-style-type: none"> <li>– Basic information leaflet</li> <li>– Background documents</li> <li>– Supplementary materials                   <ul style="list-style-type: none"> <li>▪ Patient and carer experience</li> <li>▪ Clinical, nursing and AHP input</li> </ul> </li> </ul> </li> </ul>
01 Feb	<ul style="list-style-type: none"> <li>• Finalise basic information leaflet by 01 February for production to launch public consultation</li> </ul>

	<ul style="list-style-type: none"> <li>- Review via email with SRG</li> </ul>
08 Feb	<p>Launch Public Consultation</p> <ul style="list-style-type: none"> <li>• Send Summary Consultation Leaflet and provide information about the proposal, consultation process and contact details for Patient Experience Public Involvement in writing to: <ul style="list-style-type: none"> <li>- Stakeholders including local politicians, councillors, community councils, community groups and Lightburn Hospital staff</li> <li>- Current patients, named carers, volunteers and groups on-site potentially affected</li> <li>- GP Practices, health centres, pharmacies, care homes, libraries and other appropriate community venues</li> </ul> </li> <li>• Update dedicated NHSGGC web page and provide links on relevant HSCP web pages</li> <li>• Issue press release</li> </ul>
06 - 27 Feb	<p>Publicise and widely distribute links to other consultation materials and resources working with HSCPs to reach community planning structures and networks</p> <ul style="list-style-type: none"> <li>• Proposal Consultation Document</li> <li>• Key concepts and new pathways and models</li> <li>• Videos illustrating the pathways of the model including</li> <li>• Send posters to catchment area GP practices and community venues</li> </ul>
23 Feb	<p>Present to East Dunbartonshire Seniors Forum:</p> <ul style="list-style-type: none"> <li>• Present new pathway illustration</li> <li>• Hear and capture feedback, comments and concerns</li> </ul>
17 Mar	<p>SRG Meeting – 6</p> <ul style="list-style-type: none"> <li>• Review of progress</li> <li>• Discuss and finalise consultation event format</li> </ul>
17 Mar	<p>Meet with Parkinson’s UK Scotland</p> <ul style="list-style-type: none"> <li>• Present Proposal and Pathway</li> <li>• Offer facilitated meeting with local Parkinson’s Support Group</li> <li>• Hear and capture feedback, comments and concerns</li> </ul>
29 Mar	<p>Consultation Event</p> <ul style="list-style-type: none"> <li>• Hold fully accessible consultation event at Lightburn Hospital <ul style="list-style-type: none"> <li>- Presentations with Q&amp;A sessions</li> <li>- Drop-in open space poster presentations</li> </ul> </li> </ul>
04 - 06 Apr	<p>Outreach sessions to speak to patients, their family and carers:</p> <ul style="list-style-type: none"> <li>• Lightburn Hospital Tue 04 April 10:30am - 2:30pm</li> <li>• Stobhill Hospital Ward B Wed 05 April 1:00pm - 4:00pm</li> <li>• GRI Geriatric Medicine Wards Thu 06 April 1:00pm - 4:00pm</li> </ul>
10 - 13 Apr	<p>Outreach sessions to speak to public and other interested people:</p> <ul style="list-style-type: none"> <li>• Shettleston Health Centre Mon 10 April 10:00am - 12:00pm</li> <li>• Baillieston Health Centre Mon 10 April 2:00pm - 4:00pm</li> <li>• Parkhead Health Centre Tue 11 April 10:00am - 12:00pm</li> <li>• Townhead Health Centre Tue 11 April 2:00pm - 4:00pm</li> <li>• Kirkintilloch Health Centre Wed 12 April 2:00pm - 4:00pm</li> <li>• Maryhill Health Centre Thu 13 April 2:00pm - 4:00pm</li> </ul>
19 Apr	<p>Meet with Baillieston Community Council</p> <ul style="list-style-type: none"> <li>• Present proposal and pathway</li> </ul>

	<ul style="list-style-type: none"> <li>• Hear and capture feedback, comments and concerns</li> </ul>
24 Apr week of	SRG Meeting – 7 <ul style="list-style-type: none"> <li>• Review of progress and feedback heard to date</li> <li>• Work with SHC to evaluate SRG engagement and consultation process</li> </ul>
08 May	End of formal consultation period
16 May 2017	NHSGGC Board Meeting <ul style="list-style-type: none"> <li>• Submit report about consultation process and collated feedback heard</li> <li>• Publicise outcome</li> </ul>

### 3. Informing and Engaging Process

NHSGGC's stakeholder engagement on this proposal began 01 September with a range of activities to inform and engage with patients, carers and interested parties until 06 December. This commenced with the establishment of a Stakeholder Reference Group (SRG) to support and guide NHSGGC on how it informs and engages with people on the proposal. The group was composed of key clinical, managerial and planning staff from NHSGGC and the North East Health and Social Care Partnership (HSCP) and Public Partners with recent, relevant experience and knowledge of the services or people potentially affected by the proposal.

The purpose of informing and engaging was to present information about the proposal, using a variety of methods shaped by the SRG, to stakeholders and hear and capture their feedback. A report about the outcome of the engagement including the issues heard, conclusions and next steps was submit to NHSGGC Board on 20 December 2017, who approved proceeding to a 12-week formal public consultation.

The issues that were highlighted during the engagement process and the initial comments for further development during the consultation can be found in the [Board Paper](#). The issues were:

- Impact on inequalities
- Access and transport issues
- Parkinson's service
- No change to position since previous decision
- New models in care homes
- New models community rehabilitation
- Day hospital care
- Current function of Lightburn
- Parkhead hub is critical to the proposed service changes
- Investment at Lightburn
- Means testing

We will work with the SRG and the Scottish Health Council to develop the approach and materials that responds to these and furthers discussion with stakeholders on the proposal.

### 4. Formal Consultation

We will launch a 3 month formal consultation on 08 Feb 2017 to engage and consult with potentially affected people and communities until 08 May 2017 when the consultation will end. We will use a range of inclusive materials and methods to encourage and support participation to ensure we genuinely hear thoughts, issues and concerns about the proposal. All feedback will be collated and reported to the Board of NHSGGC on 16 May 2017 who will then make the decision to proceed with this proposal. At the end of the consultation process we will widely publicise the decision and evaluate our informing, engaging and consultation on this proposal.

## **5. What service change is being consulted on?**

We want to change the way we provide rehabilitation services for the elderly in the North East of Greater Glasgow. The proposal is to redesign current services to:

- Consolidate the delivery of acute inpatient care onto sites with full acute facilities
- Provide a range of Health and Social Care Partnership community beds in local care homes
- Provide more specialist rehabilitation in patients' homes and in care homes
- Provide medicalised outpatient and day services on sites with full acute services.

We also propose working with the North East Glasgow Health and Social Care Partnership on the development of plans for new investment in facilities in the East End as an integral part of this process and we will find a suitable alternative meeting space for the local Parkinson's support group.

## **6. Why are we proposing these changes?**

The proposal has been developed with the multi disciplinary teams of consultants, nurses and allied health professionals delivering the current service. The implementation and the sustainable delivery of the new service model will be clinically driven. They are in line with both local and national policy that sets out future models of care for Older People's Services to ensure stay in hospital is for the period of acute care only through:

- Early intervention from specialists in the care of older people focussed on multi-disciplinary assessment of frailty
- Rapid commencement of multi-disciplinary rehabilitation within facilities that enable fast access to the full range of investigations and specialist advice
- Developing services in the hospital and community to enable more people to be discharged directly home and directly from shorter lengths of stay in acute hospitals to care home facilities providing a new range of care
- Medicalised day hospital model as an alternative to admission and supporting earlier discharge
- One stop outpatients in a setting where access to support services allows the delivery of modern standards of service delivery

## **7. How will this affect the local community?**

This proposal primarily affects older people; however we recognise that carers and family will potentially be affected also. Current services provided at Lightburn include:

- 56 inpatient beds
- Day hospital
- 4 Consultant led clinics each week
- 1 Nurse led clinic each week

The services are accessed by patients from across the whole of North East Glasgow and East Dunbartonshire. The vast majority of patients access the services via the Glasgow Royal Infirmary where, after initial assessment or a period of acute care, most elderly patients are discharged home and do not require a longer period of rehabilitation.

With the new model of care even less people will require a further period of targeted rehabilitation in an acute hospital as they will be able to have care provided in their own homes, or a more homely setting. For those that require outpatient or day hospital services they will have less return appointments as we will aim to do more using a one stop approach at a modern acute hospital with on-site access to a greater range of services and specialists.

## **8. Consulting with those potentially affected**

We will deliver a substantial consultation programme with people across the area which will run from 06 Feb 2017 until 01 May 2017 to allow sufficient time for those consulted to consider and respond to the proposal. This programme will be informed by the SRG who will support the development of a range of resources and will help shape and develop this consultation plan. They will advise on the best means of consulting with those potentially affected and local communities and participate in public events.

A range of materials and approaches will be developed to ensure wide reaching engagement and consultation with those potentially affected. This includes:

### **8.1. Consultation Materials**

We will work with the Stakeholder Reference Group to produce consultation materials that will:

- Be easy to understand, readily available and accessible.
- Outline how the option offered for consultation was developed and agreed.
- Offer balanced information to support the option including the financial implications.
- Contain sufficient information for people to be able to understand the reasons for the proposal and come to an informed conclusion.
- Contain information about contacts for further information or clarification
- Detail the methods of providing feedback on the proposal and how this will be used when reporting on the consultation.

The documents will include:

- 1) Summary Consultation Leaflet
- 2) Proposal Consultation Document
- 3) Supplementary Information
  - a) Key concepts

- b) New pathway and models
- c) Information posters
- 4) Supporting Documentation
  - a) NHSGGC Board Papers
  - b) Informing and Engaging Report

## **8.2. Correspondence**

We will email or write directly to relevant community groups, health and carer groups and organisations, community councils, and elected members from across the catchment area and provide information about the proposal and the consultation process. This will include at a minimum sending a copy of the Summary Consultation Leaflet, an invite to the public event and an offer of engaging directly with community groups and other interested parties as required.

## **8.3. Dedicated Webpage**

A dedicated web page, accessible from the home page of the NHSGGC website, with clear information describing; the proposed service change; the numbers affected; what the changes would mean for those affected; timescales of the consultation process; and how people can become involved and make comments. The website will also include information about the role and ongoing input of the stakeholder reference group. The website will be regularly updated to provide an ongoing narrative of the consultation process. We will liaise with North East and East Dunbartonshire Health and Social Care Partnerships to arrange links for their websites to promote these pages.

## **8.4. Innovative and Creative Methodologies**

We will investigate the use of video clips to explain the proposed new pathways and models of care.

## **8.5. Public Event**

We will host a fully accessible public event at Lightburn Hospital with presentations, Q&A sessions, drop-in open space with poster information and staff available to answer questions and hear feedback.

## **8.6. Outreach Drop-in Sessions**

We will undertake drop-in sessions in the GRI, Stobhill and Lightburn Hospitals and health centres across the catchment area to consult with patients their carers, family and friends and wider public stakeholders. These will be advertised in advance with a poster that also details where to get more information or alternative ways to provide feedback. We will also work with community planning partners offering to engage with existing forums and groups as required.

## **8.7. Community Health and Public Venues**

We will write to GP practices, libraries and other community venues in the catchment area and provide them with information about the proposal to be displayed in public areas.

## **8.8. Social Media**

We will use corporate NHSGGC social media accounts (Twitter and Facebook) to launch and at key points throughout the consultation the consultation to direct affected communities to our website for more information.

### **8.9. Press and Media**

Local media press release at the launch and at key points throughout the consultation.

### **8.10. Elected Members**

We will offer dedicated briefings to local councillors and MSPs in the catchment area.

### **8.11. Staff Briefings**

Information will be provided for every member of staff at Lightburn Hospital and briefing sessions held onsite across shift times.

### **8.12. Equalities Considerations**

We intend our involvement and engagement activities to be fully accessible to all communities. Throughout the consultation, we will use easy to read information, presented in easy to read formats. If required, we will provide information in alternative languages or formats. Our use of the internet to host key papers and information will help make them accessible to a wider population or those who have difficulty in travelling.

We will ensure that all meeting venues for the SRG or for public events are fully accessible. We will reimburse out of pocket expenses and/or make suitable arrangements to support people to attend the SRG. A dedicated Patient Experience and Public Involvement Manager, John Barber, will facilitate the consultation process. If you or anyone you know would like to ask questions or talk through the proposal. Please contact John on 0141 201 0384 or email him on [john.barber@ggc.sco.nhs.uk](mailto:john.barber@ggc.sco.nhs.uk)

This plan does not negatively impact on people based on age, sex, race or any other protected characteristics, with the exceptions of the considerations noted above.

## **9. Equality Impact Assessment on the proposal**

An Equality and Diversity Impact Assessment was also carried out on the proposal, to determine if there would be an adverse impact on people with protected characteristics elderly rehabilitation services are reconfigured in the North East of Glasgow. Actions identified from this assessment relevant to the consultation to mitigate any identified adverse impacts on people with protected characteristics were:

- Review the transport analysis to primarily assess the impact on people travelling to Stobhill from East Glasgow by public transport.
- Ensure Ward Lightburn Hospital staff are made aware of the availability of the Patient Experience Public Involvement Manager, should any patient, carer, or member of the public to respond to the consultation.
- Review the training provided to care home staff to ensure they can access NHS interpreters if required.
- Review the training provided to care home staff to ensure they can deliver inequalities sensitive services with regards to race, gender, and sexual orientation.

