

# **Draft Background Document regarding the Proposed Transfer of Older People's Services from Drumchapel Hospital**

**October 2015**

## **1. Introduction:**

NHS Greater Glasgow and Clyde concluded an extensive 3 year Clinical Services Review process with the approval of the Clinical Services Strategy in January 2015. This Strategy provides the framework for future service planning and the development of detailed service change proposals. It also provides the strategic clinical context for working with the Integration Joint Boards and supports the emerging national approach to Clinical Strategy and the delivery of the 2020 vision.

The Clinical Services Strategy sets out the high level service models to shape the service provision and identifies the key approaches to underpin the future service planning for the populations served by NHS Greater Glasgow and Clyde:

- Improving health and prevention of ill health; empowering patients and carers through the development of supported self care
- Developing primary care and community service models; simplification of community models; focus on anticipatory care and risk stratification to prevent crisis
- Improving the interface between the community and hospital to ensure care is provided at the right time in the right place; community and primary care services inward facing and hospital services outward facing; focused on patient and carers needs
- Developing the ambulatory approach to hospital care, with inpatient hospital care focused on those with greatest need ensuring equitable access to specialist care
- Redesign of specialist pathways to establish a consistent service model delivering the agreed clinical standards and good practice guidelines
- Developing the rehabilitation model based on need not age; working across the service within primary and secondary care and with partner organisations to provide rehabilitation in the home setting where clinically appropriate
- Changing how care is delivered - patient centred care; shifting the paradigm to deliver care differently for patients particularly for patients who have multiple conditions; helping patients and the public to develop and understand the new approaches to care

These new models of care aim to deliver a balanced system of care where people get the right care, from staff with the right skills, at the right time. For older people's services in the west of Glasgow this new model of care will require the transfer of older people's services from wards at Drumchapel to Gartnavel Hospital.

## **2. Planning for Service Change; the Clinical Services Strategy:**

The Clinical Services Strategy established a clear framework to redesign, improve and modernise the Board's clinical services. It set key objectives for future service change:

- Care which is patient focused with clinical expertise focused on providing care in the most effective way at the earliest opportunity within the care pathway;

- Services and facilities have the capacity and capability to deliver modern healthcare with the flexibility to adapt to future requirements;
- Sustainable and affordable clinical services can be delivered across NHS Greater Glasgow and Clyde.

These objectives reflect Scottish Government Strategy within the 2020 Vision, the Quality Strategy and Reshaping Care for Older People.

For Older People Services the new models of care describe an evidenced based approach to enable:

- Early intervention from specialists in the care of older people focussed on frailty assessment, followed by
- Rapid commencement of multi-disciplinary assessment and rehabilitation within appropriately resourced rehabilitation facilities that enable fast access to the full range of investigations and specialist advice as required for patients with multi-morbidity; and
- Early planning for the transfer care from hospital to community services involving all appropriate people

This approach was designed to ensure an individual's stay in hospital is for the acute period of care only, and people are supported to return to their community as soon as possible.

### **3. Engagement in the clinical services review:**

The work to establish the new models of care described above was underpinned by extensive engagement and involvement activity. A large number of events were held over a two year period 2012-4 and included a Primary Care Event, Third Sector development events, regular Patient Reference Groups, public and patient representation on the Clinical Steering Groups, meetings with Public Partnership Forums and various community groups, older people's forums and carers groups.

All areas of NHS Greater Glasgow and Clyde were represented in this engagement activity including organisations based and/or working within the west of Greater Glasgow.

Engagement with older people was central to the development of new models of care. Options for the future were discussed and refined throughout the two year engagement process. For example initial engagement activity specifically for older people's services highlighted the need for greater coordination of services and improvements in planning discharge from hospital.

These views helped shape the options under discussion and were further explored in subsequent engagement sessions with the public and community groups. This work emphasised the need for greater recognition of the impact of multi-morbidity on older people and specifically:

- The need for the highest quality specialist care in hospital
- A need for changes to current service provision that would better support people to return home from hospital as soon as possible
- The importance of organising services to aid effective communication and coordination of care and reduce fragmentation of care
- Facilitating good links between hospital and community/Primary Care services to

better coordinate care

The transfer of older people's services from Drumchapel Hospital to Gartnavel General Hospital will support this new model of care by enabling:

- Improved access to a concentration of geriatric expertise including subspecialisation
- Improved access to 24/7 medical care within a larger hospital site enabling better management of acute inpatient care
- Improved access to investigations and diagnostic interventions without the need for transport to another hospital site
- Better coordination and liaison with community services by reducing the number of acute hospital sites these services are required to cover

#### **4. Proposal to Implement the New Models of Care for Older People's Services in West Greater Glasgow:**

There are a range of older people's services currently provided at Drumchapel.

Inpatient services include:

- 2 rehabilitation wards providing a total of 56 beds: the current inpatient pathway will see patients from QEUH transferred for further inpatient rehabilitation to GGH or Drumchapel.
- 1 NHS Continuing Care ward providing up to 28 beds: as at June 2015 there were 16 patients classed as NHS Continuing Care in Drumchapel.

New guidance replacing NHS Continuing Care was issued by the Scottish Government at the end of May 2015 titled 'Hospital Based Complex Clinical Care'. Whilst it is understood the new guidance will bring significant change to this type of care in the future, NHS Continuing Care will be maintained in its current form for existing patients prior to June 2015. Future proposals are described at section 5 below.

Outpatient services include:

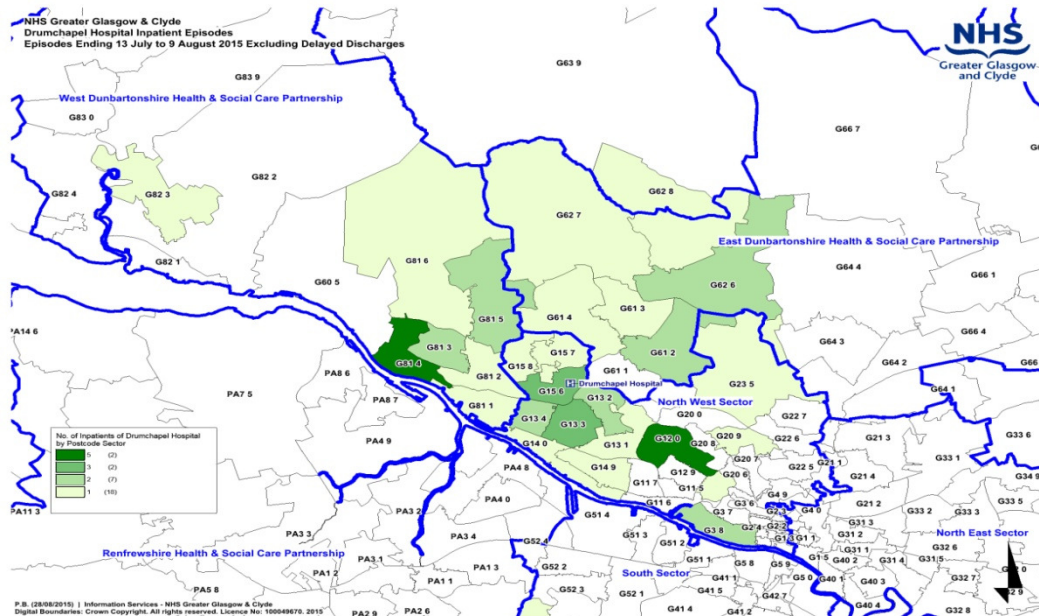
- Care of the Elderly Day Hospital: in 2014/5 there were 400 new referrals to Day Hospital and a total of 1300 attendances
- Care of the Elderly Outpatient Department including a range of consultant clinics and nurse specialist clinics (specifically for falls and movement disorder): in 2014/5 there were 827 outpatient attendances at Drumchapel outpatient services.

Diagnostic Services include:

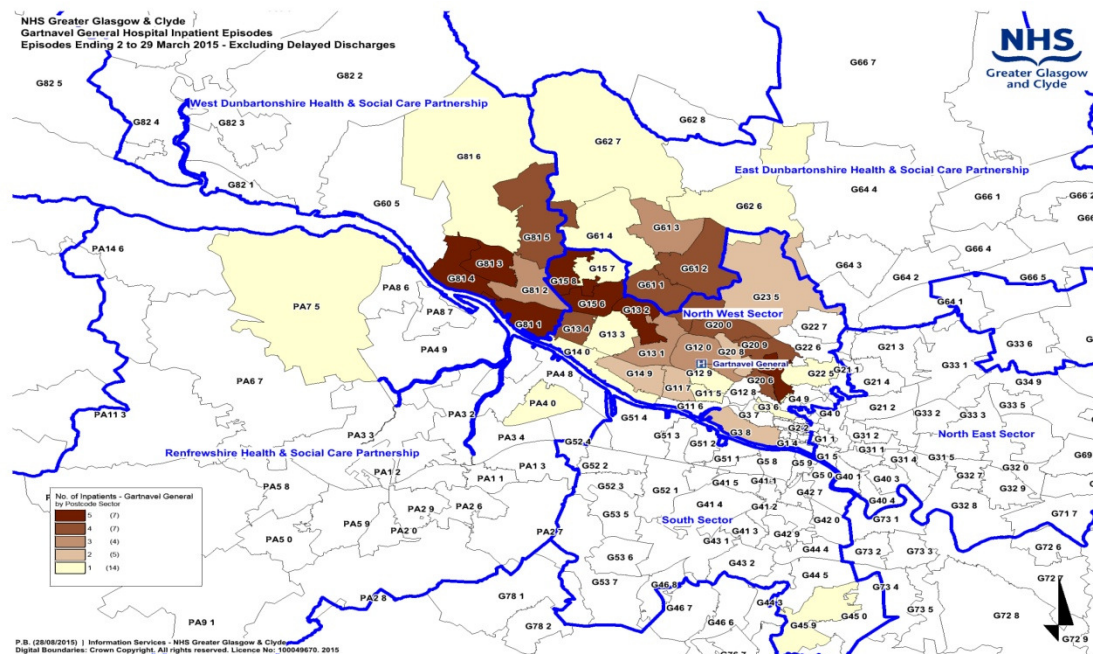
- Inpatient and outpatient services at Drumchapel Hospital only have access to plain film x-ray. In 2013/4 there were 755 inpatient and outpatient Diagnostic contacts. At least 10 inpatients per month are transferred from Drumchapel Hospital to Gartnavel General for specialist imaging

All of the above inpatient and outpatient clinical services have a strong connection to services at Gartnavel General Hospital. Patients attending for Day Hospital and Outpatient appointments may need tests that are not available at Drumchapel and therefore also attend Gartnavel General Hospital. Postcode analysis of inpatients using older people's services at Drumchapel and Gartnavel General Hospital demonstrates similar catchment areas for both inpatients:

Postcode Catchment of Inpatients at Drumchapel :



Postcode Catchment of Inpatients at Gartnavel General Hospital:



Other services on the Drumchapel site include:

- The Glenkirk Centre – Older People's Mental Health service: no changes planned to this service

- Surehaven Hospital – mental health services : no changes planned to this service
- GP Out of Hours service: the implications of this change are being considered as part of a wider look at GP Out of Hours Services and we will look to engage separately on that work as it emerges
- Almond View and Almond Court Nursing Homes – no changes planned to these services

The new models of acute care require hospital facilities that provide ready access to a broad range of clinicians and diagnostic services. With limited diagnostics facilities at Drumchapel Hospital and medical staff covering a number of hospital sites NHSGGC is unable to provide the level of acute care required to deliver the new models of care at Drumchapel. In the west of Greater Glasgow this will only be available at Gartnavel General Hospital and it is for this reason that all services and staffing associated with older peoples services described above will transfer to Gartnavel General Hospital.

The engagement and consultation process will explore the following areas:

- Patient Pathways: for example, what aspects are important to patients and carers/relatives to facilitate a good transfer of care between the QEUH and Gartnavel General Hospital
- Access: are there access issues at Gartnavel General Hospital that need further consideration; for example transport, visiting,
- Communication: how might coordination of care between hospital and community services be further improved
- Future Developments: are there suggestions for any further development of services on the Gartnavel General Hospital site; are there thoughts on the future use and purpose of the Drumchapel site.

## **5. Individual Arrangements for NHS Continuing Care:**

Following the transfer of the 56 rehabilitation beds to GGH, the current NHS Continuing Care beds at Drumchapel would not continue to be sustainable. There are currently 15 continuing care patients in the 28 bedded ward. We propose to take forward a process of individual assessment and discussion with each patient and their appropriate relatives to determine the best way forward for each individual.

The Scottish Government published new guidance in May 2015 replacing NHS Continuing Care with 'Hospital Based Complex Clinical Care'. As such the future of all NHS Continuing Care beds within NHSGGC beyond the short term is subject to a review process we have established in the light of this recent Scottish Government guidance.