

Title of paper:	Community Hospital Service Review Update		
Authors:	Tom Elrick, Urgent Care and review lead and Suzi Shettle, Head of Communications and Engagement		
Exec Lead:	James Blythe, Director of Commissioning & Strategy		
Date:	10 July 2015		
Meeting:	Governing Body		
Agenda item:	11	Attachment:	08
For:	Information		
Executive Summary:			
To provide an update on the Community Hospital Services review process, including engagement activities to date and next steps.			
Compliance section			
Please identify any significant issues relating to the following			
Risk Register and Assurance Framework	None.		
Patient and Public Engagement	The CCG has a statutory duty to engage the local population in the planning and commissioning of healthcare services. An update on engagement to date as part of the review is included within this report.		
Patient safety & Quality	None – considered as part of EQIA.		
Financial implications	None.		
Conflicts of interest	None.		

Information Governance	None.
Equality and Diversity	An EQIA has been completed for the Communications and Engagement Plan as part of the review process.
Any other legal or compliance issues	None.
<p>Accompanying papers (please list): Appendix 1: Engagement log</p>	
<p>Summary: What is the Governing Body being asked to do and why?</p> <p>To note progress of the review to date, including engagement activities undertaken and next steps as part of the process.</p>	

1. In March 2015 Surrey Downs CCG launched a comprehensive review of the services provided at the five community hospitals in the geographical area covered by the CCG (Dorking, Cobham, Leatherhead, Molesey and New Epsom and Ewell hospitals).
2. The purpose of the review is:
 - To undertake a comprehensive **review of current inpatient and outpatient services** undertaken at the four community hospital sites with bedded care within NHS Surrey Downs CCG's catchment (Molesey, New Epsom and Ewell Community Hospital, Dorking and Leatherhead) and Cobham hospital. Provision at Emberbrook Centre for Health has also been considered following feedback from the East Elmbridge locality.
 - Determine the **long term** inpatient and outpatient **care requirements of the patient population** from community hospitals including the number of beds required across both acute and community sectors combined.
 - Propose **what** services should be provided in the future drawing on the CCG's commissioning strategy and established best practice
 - Link with a review of the community healthcare estate to determine the best fit of the future service model with the available estate and its suitability to meet future needs. This will inform options as to **where services are provided**
3. Progress of the review is monitored through a Community Hospital Services Review Programme Board, chaired by Dr Jill Evans, GP and Clinical Chair for the East Elmbridge locality. Board membership includes representatives from the CCG, local providers, the Health and Scrutiny Committee and NHS Property Services. The group meets in full every month and fortnightly for those involved in the day-to-day business of the review.
4. The review process is being undertaken in three phases. The **activity review** took place during April May 2015. Because there was no comprehensive picture of the day to day provision in the community hospitals, significant time has been spent on site visits, with the review clinical lead working alongside clinical teams. This has been triangulated with an understanding of the currently commissioned services at each site and the recent history of changes to commissioned and provided services. The review's report will contain detailed write-ups of the activity review phase for each site.

5. The **analysis phase** is currently being concluded and involves analyzing key quality indicators and performance data for each hospital and comparing the findings to regional and national data, where available. This phase also considers best practice in community hospital services in other parts of the country. However, limited research into community hospitals and the absence of a nationally defined best practice model in community hospital care makes this more challenging. This phase is also examining the predicted changes in population in Surrey Downs over the next ten years, linked to the Epsom and St Helier NHS Trust estates review. This includes considering the impact of changes in the over 65 years population group as this group is more likely to suffer from ill health and access inpatient rehabilitation care.

6. Key emerging themes from the first two phases, that the Governing Body should note, have been as follows:
 - Whilst the site visits were not inspections of the hospitals, it should be noted that the observed quality of care and patient experience of care delivered at all four sites was of a good standard.
 - For inpatient rehabilitation services:
 - the admitted cohort of patients was largely consistent with expectations although some patients who had been admitted, in particular on discharge from acute hospitals, fell outside of the criteria that would have been expected
 - Length of stay differs significantly between the four sites for the same patient cohort, and with no clear differentiation in threshold for admission or discharge. Key factors around certain types of staffing input available to each inpatient ward have been identified as potential drivers for this
 - Some of the patients currently admitted require a programme of therapy without necessarily requiring the continual nursing support of an inpatient unit
 - For outpatient and diagnostic services:
 - Provision has been developed iteratively over a period of time due to a series of initiatives, some provider and some commissioner-led.
 - The volumes of outpatient and diagnostic services and the related infrastructure in some of the community hospital sites are significant and contribute significantly to providing effective and timely access to care
 - Some outpatient and diagnostic services currently being provided could be relocated relatively easily with a minimal impact on access to services for patients

Conclusion of the process

7. The work undertaken so far leads to the **development of recommendations and options for change**. This phase will consider all of the evidence collected to date (including data and information gathered at the site visits, performance and quality metrics, patient feedback, and estates information).

Final report

8. The review process will conclude at the end of July 2015 and the output will be a draft report. The report will include:
 - A summary of the current community hospital services, including both inpatient and outpatient services, with a detailed review of each hospital site
 - A summary of the expected changes in the patient population, particularly in the over 65 year age group
 - An indication of the expected non-demographic population changes
 - Examples of service provision elsewhere in the UK which are seen as best practice models
 - **Recommendations for future configuration of services to ensure local health needs are met**
9. This final section above is clearly of greatest interest to all parties. It is proposed that the report covers in this last section:
 - a. The review's assumptions regarding the model of care to be delivered by the community hospital services in the future. These will be tested with the CCG Community Medical Teams which have recently been established
 - b. General recommendations relating to the commissioning and provision of community hospital services
 - c. Based on all of the information collated and summarized in the report, potential options for the more effective organization of community hospital services across current and other potential sites. Criteria for options appraisal will be considered at the final series of engagement workshops (see below) but will include as a minimum:
 - i. Delivering improved quality of patient care
 - ii. Delivering improved efficiency of services
 - iii. Delivering continued access to services

- iv. Delivering improved use of public resources, specifically with relation to the CCG's estate portfolio.

10. We had committed to conclude the review by the end of July. The review remains on track to conclude in terms of the fieldwork, analysis and compilation of the draft report including options on this timescale. There are two outstanding areas of work:

- a. Stakeholder engagement needs to take place around the options based on the evidence compiled during the review. In particular, since the commencement of the review Community Medical Teams have now mobilized. It is important that the review findings and options for change are tested with them
- b. The Governing Body must have an opportunity to consider the report with the benefit of stakeholder feedback on the options. The next available meeting is 25th September 2015

11. If substantial changes are proposed following the Governing Body meeting, the CCG will seek the views of local people and stakeholders through a public consultation. The scope and timing of this exercise will need to reflect the already extensive engagement that has taken place.

Engagement activities

12. Over the past few months the CCG has been leading an extensive programme of events, meetings and workshops as part of its Communications and Engagement Plan for the review process. We have also promoted the review, and opportunities to get involved, through the media, social media (Twitter, Facebook and Streetlife), our CCG newsletter, our website and by displaying posters in each of the community hospitals.

Since the review launch in March 2015 we have:

- Hosted **3** launch events
- Attended **9** community meetings (including Residents Associations, League of Friends and other community groups)
- Had **493** unique visitors to our review web page (between its go live on 2 March until 30 June 2015, with visitors spending an average of 2 minutes 53 seconds on the page)
- Held **16** drop-in sessions with CSH Surrey staff
- Run **12** public workshops

- Held three focussed Patient Design Group meetings, with nominated expert patient representatives
- Met with local GPs through locality meetings
- **Engaged 456 local people** (including local residents, patients and members of community groups)

13. The staff drop-ins and public workshops have generated valuable discussion and feedback, which is feeding into the review process. Workshops have been themed to focus on specific issues relating to the review process:

Workshop 1 – Your ideal community hospital – encouraged attendees to think about the types of services they would most like to see provided locally

Workshop 2 – The commissioning cycle – encouraged attendees to think about our role as commissioners and the factors we need to consider in reviewing and planning healthcare

Workshop 3 – Current sites and services - Focused discussion on the community hospital sites and the services currently provided, including quality and performance metrics, patient feedback and consideration of best practice in community hospital care.

Workshop 4 (these will take place from 13-16 July) – Evaluation criteria and patient transport – Attendees will be asked to think about what matters to them and to contribute to the development of a criteria against which options can be evaluated. As it has emerged as a theme, this session will also include discussions on non emergency patient transport and how local needs can be best met.

14. Key themes that have emerged from these workshops include:

- Concerns about the future of local community hospitals and inpatient wards
- Specific issues about services and sites (eg. Molesey x-ray and Clinical Assessment Unit changes)
- Acknowledgement that some of the estate requires improvement
- The east Elmbridge community would like consideration given to Cobham Hospital ward re-opening or beds being commissioned from Emberbrook Care Home
- The Leatherhead community would like to see the inpatient ward at Leatherhead Hospital re-opened
- Concerns about the quality of non emergency patient transport

15. Detailed feedback from each public workshop is shared with the Community Hospital Review Programme Board and can be found on our website at www.surreydownsccg.nhs.uk.

As part of our engagement activities we have attended meetings with hard to reach groups including the Mole Valley Access Group and the Disability Alliance Network. We also attended the Surrey Independent Living Council Annual Fair to raise further awareness of the review.

16. A new Patient and Public Engagement Manager has recently been appointed. This dedicated role will ensure wider engagement with these groups going forward, both as part of the community hospital services review and wider engagement across the CCG.

17. We are keeping the Surrey Health Scrutiny Committee and Healthwatch Surrey updated on the review process and are currently in the process of arranging meetings with both groups to update them on discussions.

Community hospital services review Engagement Log

Event/Engagement activity	CCG Representative	Type (e.g. meeting, stall, survey, consultation)	Subject	Date	Location	Stakeholders (e.g. patient reps, GPs etc.)	Numbers of people engaged (non CCG)
Leatherhead Resident Association public meeting on community hospital services review	James Blythe Tom Elrick Jade Winnett Usman Nawaz	Presentation followed by Q & A	Leatherhead hospital/community hospital services review	02/02/2015	Leatherhead Institute	Members of the public and other interested stakeholders	103
Health and Scrutiny Committee	James Blythe Tom Elrick Jade Winnett	Meeting – Bill Chapman, Chair, Tim Hall, Louise Botting, Ross Pike plus one	Review process. HOS involvement and individuals to attend programme board	26/2/2015	Cedar court	Health and scrutiny committee, SCC	5
Ewell Community hospital services launch	James Blythe Tom Elrick Jade Winnett Usman Nawaz	Public meeting	Community hospital services review	02/03/2015	Bourne Hall, Ewell	Members of the public and other interested stakeholders, including local MPS, current and former patients and community groups	40
Esher Community hospital services launch	James Blythe Karen Parsons Tom Elrick Usman Nawaz	Public meeting	Community hospital services review	04/03/2015	Elmbridge Civic Centre, Esher	Members of the public and other interested stakeholders, including local MPS, current and former patients and community groups	26
Dorking Community hospital services launch	James Blythe Karen Parsons Tom Elrick Jade Winnett	Public meeting	Community hospital services review	05/03/2015	Burford Bridge Hotel, Dorking	Members of the public and other interested stakeholders, including local MPS, current and former patients and community groups	25
Disability Alliance Network (DAN)	Jade Winnett Usman Nawaz	group meeting	Community hospital services review – item on agenda	09/03/2015	Park House	Disability services users	10
Derby Medical Practice PPG meeting	Usman Nawaz	PPG meeting	Patient engagement in the CCG, including the community hospital services review	17/03/2015	Derby Medical Practice - Ebbisham Centre	PPG members - patients	14
League/Guild of Friends (for community hospitals) introductions	James Blythe Tom Elrick Jade Winnett Usman Nawaz	Meeting	Engagement in community hospital services review	18/03/2015	Cedar Court	League of Friends reps	6
Mole Valley Access Group	Usman Nawaz	Group meeting	Community hospital services review	08/04/2015	Park House	MVAG members	15
Cobham and District Residents Association	James Blythe Tom Elrick Jade Winnett	Public meeting	Community hospital services review	09/04/2015	Cobham	Resident Association members	80

Event/Engagement activity	CCG Representative	Type	Subject	Date	Location	Stakeholders	
Workshop 1 - Molesey	Tom Elrick Jade Winnett Usman Nawaz	Workshop	What is your ideal community hospital?	13/04/2015	King George's Hall	Patients Members of the public	7
Staff drop-in session 1 – Molesey	Tom Elrick Usman Nawaz	Drop-in session	An overview of the review, how this will affect staff, staff input opportunities and any questions	13/04/2015	Molesey Community Hospital	Provider staff on site (mainly CSH Surrey)	Not counted
Workshop 1 - Epsom/Ewell	Tom Elrick Jade Winnett Usman Nawaz	Workshop	What is your ideal community hospital?	14/04/2015	St Barnabas Church	Patients Members of the public	9
Staff drop-in session 1 – NEECH	Tom Elrick Jade Winnett	Drop-in session	An overview of the review, how this will affect staff, staff input opportunities and any questions	14/04/2015	NEECH	Provider staff on site (mainly CSH Surrey)	Not counted
Project group meeting	James Blythe Tom Elrick	High level meeting	Review progress	Every two weeks from 14/04/2015	Cedar Court	CCG, provider organisations, Elected Members	n/a
Workshop 1 - Leatherhead	Tom Elrick Jade Winnett Usman Nawaz	Workshop	What is your ideal community hospital?	15/04/2015	CAU Room Leatherhead Hospital	Patients Members of the public	20
Staff drop-in session 1 – Leatherhead	Tom Elrick Jade Winnett	Drop-in session	An overview of the review, how this will affect staff, staff input opportunities and any questions	15/04/2015	Leatherhead Community Hospital	Provider staff on site (including CSH Surrey, ESHT and Virgin Care)	Not counted
Workshop 1 - Dorking	Tom Elrick Jade Winnett Usman Nawaz	Workshop	What is your ideal community hospital?	16/04/2015	Dorking United Reformed Church	Patients Members of the public	11
Staff drop-in session 1 - Dorking	Tom Elrick Usman Nawaz	Drop-in session	An overview of the review, how this will affect staff, staff input opportunities and any questions	16/04/2015	Dorking Community Hospital	Provider staff on site (including CSH Surrey and Dorking Healthcare)	Not counted
Service Redesign group	Tom Elrick Jade Winnett Usman Nawaz	Meeting	Developing/redesigning service pathways	Monthly from 23/04/2015	Cedar Court	CCG service redesign teams, provider organisations, 3 patient representatives	3 Patient representatives
Friends of Dorking Hospital AGM	Tom Elrick Jade Winnett	Public meeting	Community hospital services review as an agenda item	29/04/2015	St Paul's, Dorking	Patients, members of the public, Friends group	25
Staff drop-in session 2 – Leatherhead	Tom Elrick	Drop-in session	Update on review process and Q&As with staff	5/05/2015	Leatherhead Community Hospital	Provider staff on site (including CSH Surrey, ESHT and Virgin Care)	Not counted
Staff drop-in session 2 – NEECH	Tom Elrick	Drop-in session	Update on review process and Q&As with staff	6/05/2015	NEECH	Provider staff on site (mainly CSH Surrey)	Not counted
Staff drop-in session 2 – Dorking	Tom Elrick	Drop-in session	Update on review process and Q&As with staff	7/05/2015	Dorking Community Hospital	Provider staff on site (including CSH Surrey and Dorking Healthcare)	Not counted
Staff drop-in session 2 – Molesey	Tom Elrick	Drop-in session	Update on review process and Q&As with staff	8/05/2015	Molesey Community Hospital	Provider staff on site (mainly CSH Surrey)	Not counted

Event/Engagement activity	CCG Representative	Type	Subject	Date	Location	Stakeholders	
Workshop 2 – Cobham	Tom Elrick Jade Winnett	Workshop	Community hospital services review	11/05/2015	St Andrew's Church, Cobham	Patients Members of the public	7
Workshop 2 - Dorking	Tom Elrick Suzi Shettle	Workshop	Community hospital services review	12/05/2015	United Reform Church, Dorking	Patients Members of the public	8
Workshop 2 – Leatherhead	Tom Elrick Jade Winnett	Workshop	Community hospital services review	13/05/2015	Leatherhead Hospital	Patients Members of the public	15
Transform Leatherhead Team Meeting	Tom Elrick	Meeting with local councillors	Community hospital services review and the Transform teams future plans for /Leatherhead	13/05/2015	Cedar Court, CCG	Leatherhead local councillors	3
Workshop 2 – Epsom	Tom Elrick Jade Winnett	Workshop	Community hospital services review	14/05/2015	St Martin of Tours Church, Epsom	Patients Members of the public	9
Friends of Thames Ditton Hospital	Tom Elrick	Public meeting	Community hospital services review	19/05/2015	Embercourt, Thames Ditton	Patients Members of the public	15
BBC Surrey media coverage	Tom Elrick	Media	Community hospital services review	21/05/2015	N/A	Patients Members of the public	N/a – Surrey-wide public coverage
Staff drop-in session 3 – Molesey	Tom Elrick	Drop-in session	Update on review process and Q&As with staff	1/06/2015	Molesey Community Hospital	Provider staff on site (mainly CSH Surrey)	Not counted
Staff drop-in session 3 – Leatherhead	Tom Elrick	Drop-in session	Update on review process and Q&As with staff	2/06/2015	Leatherhead Community Hospital	Provider staff on site (including CSH Surrey, ESHT and Virgin Care)	Not counted
Staff drop-in session 3 – Dorking	Tom Elrick	Drop-in session	Update on review process and Q&As with staff	3/06/2015	Dorking Community Hospital	Provider staff on site (including CSH Surrey and Dorking Healthcare)	Not counted
Team Brief update	James Blythe Tom Elrick Suzi Shettle	Staff briefing	Update on review and signposting for staff to patients/public	3/06/2015	Cedar Court and Email follow-up	Staff based at Cedar Court – CCG and SE CSU	Emailed to all CCG and CSU staff (approx. 191)
Staff drop-in session 3 – NEECH	Tom Elrick	Drop-in session	Update on review process and Q&As with staff	4/06/2015	NEECH	Provider staff on site (mainly CSH Surrey)	Not counted
Workshop 3 - East Elmbridge	Tom Elrick, Jade Winnett (and CSH Surrey)	Workshop	How services are provided and best practice in community care	8/06/2015	King George's Hall, Esher	Patients Members of the public	11
Workshop 3 – Dorking	Tom Elrick, Jade Winnett (and CSH Surrey)	Workshop	How services are provided and best practice in community care	9/06/2015	Dorking United Reformed Church	Patients Members of the public	3
Workshop 3 – Leatherhead	Tom Elrick, Suzi Shettle (and CSH Surrey)	Workshop	How services are provided and best practice in community care	10/06/2015	Leatherhead Hospital	Patients Members of the public	29

Event/Engagement activity	CCG Representative	Type	Subject	Date	Location	Stakeholders	
Workshop 3 - Epsom	Tom Elrick and Jade Winnett	Workshop	How services are provided and best practice in community care	11/06/2015	St Joseph's Church, Epsom	Patients Members of the public	6
Additional staff team meetings: Sexual Health Service (Virgin Care) and Colposcopy Service (ESHT) at Leatherhead	Tom Elrick	Meetings with service providers	Discussions over the review specific to these staff groups, to ensure full engagement	17/06/2015	Leatherhead Community Hospital	Virgin Care and ESHT staff	6
Emberbrook site visit	Tom Elrick	Site visit and meeting	To look at Emberbrook site and discuss past and present services and local population needs	19/06/2015	Emberbrook Community Centre for Health	Local councillors/Save Our Surrey Community Hospitals and providers	2 plus providers on site
East Elmbridge facing local meeting	Tom Erick	Meeting	To discuss East Elmbridge needs and Molesey and Emberbrook sites. To give assurance over CHSR process for this population.	22/06/2015	Off site	Local and county councillors, including HOSC member	2
Your Local Guardian – media coverage	Tom Elrick/Jill Evans	Media coverage	Findings to date and signposting to engagement	5/06/2015	Online and East Elmbridge print	Patients and members of the public	Local coverage
Surrey Independent Living Council (SILC) Fair	Suzi Shettle Sian Peters Jade Winnett	Fair – SILC support individuals with disabilities.	Stand for CCG – speaking to individuals about local concerns and gaining feedback on the review process as well as individual issues.	25/06/2015	Epsom Racecourse	Interested public attendees	Over 1,000 at event. Direct engagement on review = 3 Direct engagement total = 27
Staff Drop-in session 4 – Molesey	Tom Elrick	Drop in session	Update on review process and Q&As with staff	6/07/2015	Molesey hospital	All staff based at Molesey (mainly CSH Surrey)	
Staff Drop-in session 4 – Leatherhead	Tom Elrick	Drop in session	Update on review process and Q&As with staff	7/07/2015	Leatherhead Hospital	All staff based at Leatherhead, including CSH Surrey, Virgin Care and ESHT	
Staff Drop-in session 4 – Dorking	Tom Elrick	Drop in session	Update on review process and Q&As with staff	8/07/2015	Dorking hospital	All staff based at Dorking Hospital (mainly CSH Surrey)	
Staff Drop-in session 4 - NEECH	Tom Elrick	Drop in session	Update on review process and Q&As with staff	9/07/2015	NEECH	All staff based at NEECH (mainly CSH Surrey)	
Workshop 4 – Esher	Tom Elrick	Workshop	Community hospital services review	13/07/2015	Imber Court, Esher	Patients Members of the public	
Workshop 4 - Dorking	Tom Elrick	Workshop	Community hospital services review	14/07/2015	United Reform Church, Dorking	Patients Members of the public	
Workshop 4 - Leatherhead	Tom Elrick	Workshop	Community hospital services review	15/07/2015	Leatherhead Hospital	Patients Members of the public	
Workshop 4 - Epsom	Tom Elrick	Workshop	Community hospital services review	16/07/2015	St Martin of Tours Church, Epsom	Patients Members of the public	

In addition, the following regular items:

- *Bi-weekly Programme Board – GP Chair, CCG Programme Leads, Communications, Estates, Providers and Health and Scrutiny Committee Representation*
- *Monthly Service Design Groups – Programme Lead, Communications, Providers and 3 x Expert Patient Representatives*
- *Regular provider meetings – Programme Lead and relevant representatives, with others invited as required*
- *Team brief – bi-weekly meeting and email, providing updates as required – CCG/CSU staff based at Cedar Court*
- *Start the week – Weekly GP update as required*