

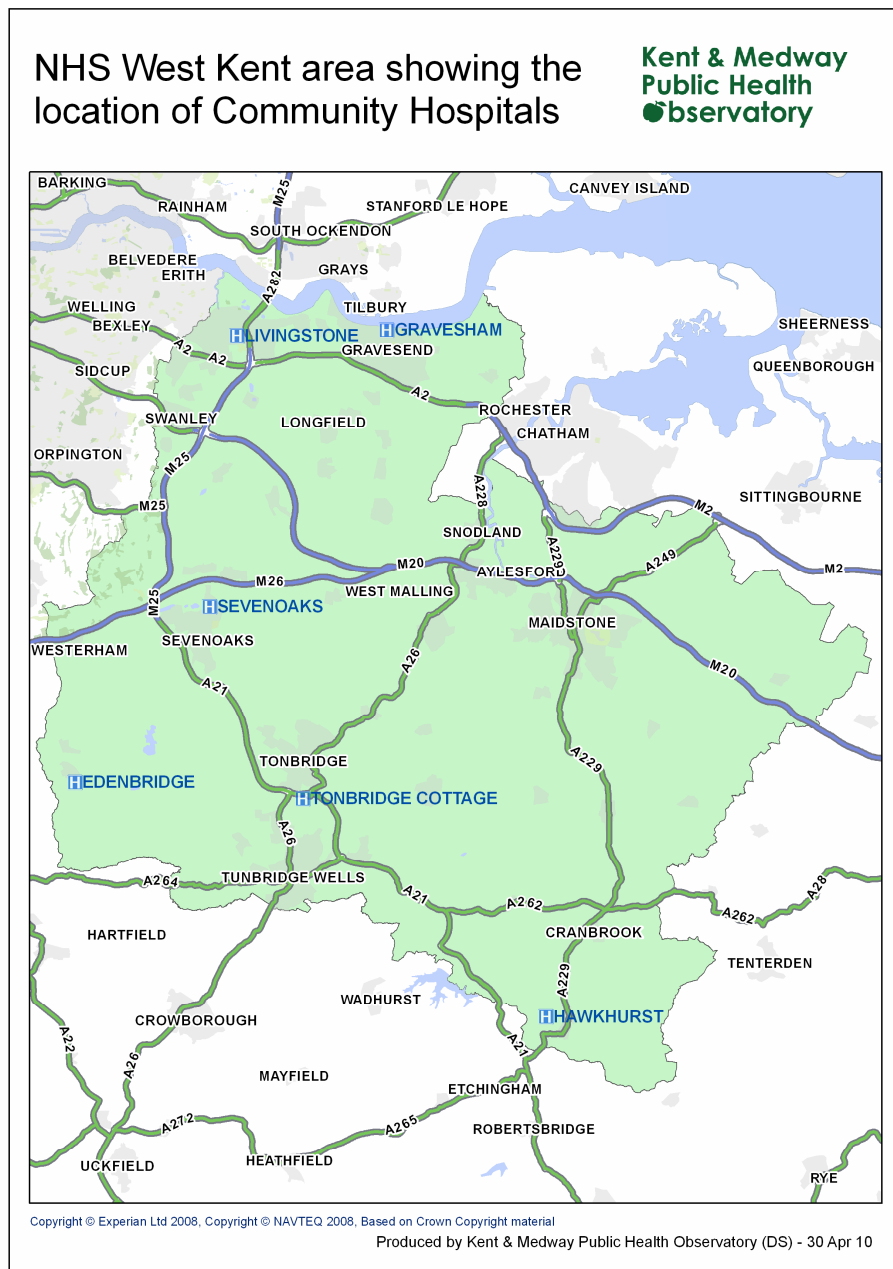
**Community Hospitals in West Kent**  
**Health and Overview Scrutiny Committee, 14<sup>th</sup> May**  
**2010**

**Introduction**

West Kent Community Health (WKCH) currently manages six community hospitals across West Kent. These are based in Gravesend, Dartford (Livingstone Hospital), Edenbridge, Hawkhurst, Tonbridge and Sevenoaks (see map 1).

The community hospital sites are owned by NHS West Kent and managed by WKCH.

Map 1



There are two commonly used definitions of a community hospital: one focusing on primary care and the other on acute care. Modern community hospitals are likely to be a meeting point bridging acute and primary care.

Acknowledging the bridge between primary and acute care, Professor Lewis Ritchie defines a community hospital in the following way: "A local hospital, unit or centre providing an appropriate range and format of accessible health care facilities and resources designed to meet the needs of local people. These will typically include inpatient beds, out-patient clinics, diagnostic facilities, day care, minor injuries service and other extended primary care and intermediate care services. Medical care is predominantly provided by GPs working with consultant medical colleagues. Staff work in multi-disciplinary and multi-agency teams to provide services including rehabilitation, acute medical care, palliative and terminal care, step-down care and respite care."

Professor Geoff Meads has focused on the primary care elements of community hospitals in his definition: "The community hospital is a service that offers integrated health and social care and is supported by community-based professionals" (Meads, G. Participate. University of Warwick, 2004).  
**(Q15)**

### **The Department of Health also provides guidance on the function of a community hospital within the healthcare system.**

- A modern community hospital service aims to provide an integrated health and social care resource for the local population to which it belongs.
- These local facilities develop as a result of agreements between local people, service providers and the NHS.
- Community hospitals are an effective extension to primary care with medical support provided largely by GPs.
- The health and social care provided may include medical care, rehabilitation, palliative care, intermediate care, mental health, maternity, surgical care and emergency care.
- Community hospital care is characterised by care pathways that make the most of local sources of support.
- The community hospital provides a focus for local community networks.

### **Services provided at our community hospitals. (Q17, Q18)**

#### **1/ Livingstone Hospital**

The unit is divided into three sections consisting of an acute assessment and intervention area, where patients are located on admission in order to observe and monitor their health care needs; a progression area, for those patients that have been identified as requiring moderate to high nursing support for their rehabilitation; and an independent area for those patients that are

progressing well and are achieving their mutually agreed goals. The hospital offers 29 inpatient beds.

The team consists of a modern matron, registered nurses, rehabilitation assistants, health care assistants, physiotherapists, occupational therapists, a care manager, a pharmacist, a visiting medical officer and medical consultants upon request.

The Impact (Rapid Response) and Community Liaison Teams, which support people in their own homes, are also based at the Livingstone Hospital.

## **2/ Hawkhurst Community Hospital**

The unit is divided into three, three bedded wards and single rooms. Following initial holistic assessment patients are placed in the area most appropriate to their needs. This will be based upon whether they have a high health care requirement; require a moderate level of nursing with support for their rehabilitation; or need support to gain maximum independence to assist with the progression towards their jointly agreed rehabilitative goals. The hospital offers 22 inpatient beds. Other services onsite include outpatient physiotherapy and speech and language therapy, and consultant outpatient clinics.

The team consists of a modern matron, registered nurses, rehabilitation assistants, health care assistants, physiotherapists, occupational therapists, a speech and language therapist, a care manager, visiting consultants, GPs, and a pharmacist.

## **3/ Edenbridge and District War Memorial Hospital**

The unit has a variety of small bays (of up to 3 patients) and single rooms and offers 17 inpatient beds.

The team consists of a modern matron, registered nurses, rehabilitation assistants, health care assistants, physiotherapists, occupational therapists, a care manager, a pharmacist, a visiting medical officer and medical consultants upon request.

In addition there is a day hospital facility where patients can be referred for individualised programmes of rehabilitation that are time limited and goal focussed.

Edenbridge and District War Memorial Hospital also provides a Minor Injuries Unit which is open 8.30pm – 4.30pm

#### **4/ Sevenoaks Hospital**

The unit has a variety of small bays and single rooms and offers 24 inpatient beds.

The team consists of a modern matron, registered nurses, rehabilitation assistants, health care assistants, physiotherapists, occupational therapists, a care manager, a pharmacist and medical consultants.

In addition there is a day hospital facility where patients can be referred for individualised programmes of rehabilitation that are time limited and goal focussed. There are also specialist services within the day hospital for long term maintenance, Parkinson's sufferers and falls prevention.

Sevenoaks Hospital also offers outpatient clinics such as fracture and dressings clinics, X-ray facilities, daily phlebotomy (blood testing) clinic. There is also a Minor Injuries Unit which is open from 8am – 8pm.

#### **5/ Tonbridge Cottage Hospital**

The unit has a variety of small bays and single rooms and offers 24 inpatient beds.

The team consists of a modern matron, registered nurses, rehabilitation assistants, health care assistants, physiotherapists, occupational therapists, a care manager, a pharmacist, and a community medical officer.

In addition there is a day hospital facility where patients can be referred for individualised programmes of rehabilitation that are time limited and goal focussed. There is also a specialist service for falls prevention and rehabilitation.

Tonbridge Cottage Hospital also offers a range of outpatient clinics and is a base for the on call GP service.

#### **6/ Gravesham Community Hospital**

Gravesham Community Hospital offers a variety of services the outpatient clinics listed below:

- Child behaviour,
- BCG Clinic,
- ENT,
- retinal eye screening,
- school nurse hearing screening,
- psychiatric clinics,
- orthopaedic & rheumatology treatment clinic,
- fracture clinic,

- family planning,
- smoking cessation,
- young persons' clinic,
- ultrasound,
- vascular clinic,
- cardiac rehab,
- physiotherapy.
- Dressings clinic
- Phlebotomy (blood testing)
- Access point for needle exchange
- Chlamydia screening and the morning after pill.

In addition to the outpatient clinics, there is a day hospital provided which specialises in building up people's confidence and independence as they recover from illness or injury. It also offers specialist sessions for people with dementia.

The hospital also provides a Minor Injuries Unit which is open from 9am – 9pm.

**Gravesham Community Hospital also houses the Sapphire Unit which is a specialist neuro-rehabilitation unit providing 15 inpatient beds and the following services:**

- Specialist care of patients with a neurological condition such as multiple sclerosis, Parkinson's Disease, stroke, head injury.
- The highly skilled and experienced nurse-led team specialise in supporting patients' rehabilitation.

#### **Gravesham Place (located at Gravesham Community Hospital)**

Gravesham Place is a care home run by Kent Adult Social Services offering residential care and intermediate care, for people recovering from illness or injury.

***There are currently no plans to add or remove services from any of the community hospitals. However, there is service modernisation plans active throughout the community services provision in line with the Transforming Community Services agenda.***

#### **Inpatient Beds (Q21, Q22)**

All of our six community hospitals provide inpatient beds and in total there are 131 beds available. The average length of stay in one of these beds is currently 21.6 days.

## **Minor Injuries Units (Q19, Q20)**

There are three MIUs operating in West Kent at Edenbridge Hospital, Sevenoaks Hospital and Gravesend Community Hospital. These are open seven days a week, 365 days a year. The opening hours are dependent on the site:

**Edenbridge Hospital MIU: 8.30am – 4.30pm**

**Sevenoaks Hospital MIU: 8am – 8pm**

**Gravesend Community Hospital: 9am – 9pm**

The MIUs currently treat non-emergency injuries. These are walk-in centres (no appointment required) and are staffed by emergency nurse practitioners.

Emergency Nurse Practitioners at an MIU can clean and stitch cuts or grazes, remove foreign bodies from ears/noses etc, dress minor wounds, treat minor burns, treat minor eye injuries and more.

There are currently no plans in place to change the MIU services available. However, we will be reviewing how the MIU interfaces with other services in an effort to look at how MIU can further assist with the effective navigation and treatment of patients to reduce the impact on emergency care services.

In comparison, Accident and Emergency Centres and Emergency Care Centres are designed to assess and treat those patients with serious illness or injury which could present a threat to life. There is also an Urgent Care Centre in Dartford which is able to treat minor illness as well as injury.

All of these centres are open seven days a week, 365 days a year. The A&E and Emergency Care Centres are open 24 hours a day.

## **The difference between the acute hospitals and community hospitals. (Q16)**

Acute trusts provide services such as surgery, intensive care units, A&E departments, specialist medical intervention, interventions requiring medical technology, neonatal intensive care and other services which fall under the category of 'acute brief interventions.' Community hospitals provide services which are more designed to be an extension of the primary care service in an environment where health and social care are more integrated to provide services such as:

- Rehabilitation (eg physiotherapy)
- Palliative care
- Intermediate care
- Minor surgery (such as podiatrics)
- Public health and wellbeing services
- Dental Care
- Counselling
- District-nurse led clinics

- Health Visitor led clinics
- Chiropody and podiatry
- Health promotion
- Older people's services
- Children's services
- Maternity Services
- Mental Health
- Inpatient Beds
- Acute and community outpatient clinics
- Continuing care beds
- Diagnostic facilities
- Day Care
- Minor Injuries Care

### **Relationship with other trusts (Q23)**

The community hospitals provide a supportive role for the acute trusts in the area, specifically for those patient requiring intermediate care and rehabilitation which could not be achieved in the home. The community and acute teams work closely together to facilitate patient discharge and the relationship with social services allow therapists and nursing teams to effectively review patient progress and ensure that patients are discharged efficiently and into an appropriately managed home environment.

### **Properties owned or managed by PCTPS (Q9)**

Following the PCT – provider split, the PCT is following the principle of the commissioner retaining the assets and as such, West Kent Community Health do not own any of the PCT premises. The management of the premises in terms of hard FM/ estates management is outsourced to a shared services provider and the operational day to day reporting of the premises issues is the responsibility of West Kent Community Health.

### **Future Development of Community Hospitals. (Q3)**

There are no immediate plans to change the focus of our community hospitals which concentrate on the rehabilitation of patients in terms of step down from acute hospitals and assessment of patients needs in terms of step up from GPs. In line with Transforming Community Services, we have been a national pilot site for the “Productive Community Hospitals” toolkit and we will continue to look for opportunities to improve the quality of what we do and the productivity of our staff.

### **Conclusion**

This paper aims to provide a summary of community hospitals in NHS WK. NHS WK will welcome questions on this matter at the Health Overview and Scrutiny Committee on the 14<sup>th</sup> May.

