

## Health Overview and Scrutiny Committee Meeting – 27 November 2009

### Information from NHS West Kent

“At the meeting of the Health Overview and Scrutiny Committee on 27 November 2008 the Committee would like to examine the progress which has been made in the Maidstone and Tunbridge Wells NHS Trust (the Trust) and NHS West Kent (the PCT) Service Redesign Programme.”

- *A brief overview of the development of the proposals, beginning with the review in 2000 and the subsequent consultations, and continuing up to the present day.*
- 1.1.1 Plans to improve the quality and safety of care for women and children in Maidstone and Tunbridge Wells were first consulted on by the Trust and the then West Kent Health Authority in 2000. A further consultation took place in 2004 on the proposed centralisation of services at Pembury Hospital.
  - 1.1.2 The decision to centralise these services in the new hospital was agreed by Kent and East Sussex County Councils' NHS Overview and Scrutiny Joint Select Committee in December 2004. A further consultation into trauma and orthopaedic services was carried out in 2005. For more information on consultations carried out see information provided by the Trust.
  - 1.1.3 The Trust produced a business case for the new services which indicated that a number of Outpatient Services specialties would be located “offsite / in the community” and would not be provided by the Trust – these were geriatric medicine, neurology, rheumatology and pain management.
  - 1.1.4 South East Coast Strategic Health Authority (SEC SHA) asked the PCT to provide assurance of affordability of the proposals to redesign services across the Trust and other providers relating to the new hospital, identify options for different service settings and deliver a fully functioning new hospital at Pembury in 2007/8 as a condition of support of the business case. This was completed and SEC SHA approved the business case for the new hospital in early 2008.
  - 1.1.5 A condition of the SEC SHA approval was the appointment of a joint Director level post and an Accountability Agreement between the Trust and PCT, which was agreed in May 2008. A Joint Strategic Programme Board (JSPB) was established in September 2008 between the Trust and The PCT, to act as a project board to oversee the delivery of the Programme and to manage the risks in delivery of the project brief across the Local Health Community.

1.1.6 Since then, the process has been under review between the PCT and the Trust and with the natural requirement for increasing autonomy within the Trust the JSPB was formally dissolved, the joint appointment ceased, and each Chief Executive Officer took responsibility for management of the risks relevant to their organisation in direct accountability to their Boards. Both organisations will now use standard planning and performance processes to provide the assurance of delivery required by Chairs and Non-Executive Directors and the Strategic Health Authority.

- *A timeline of how it is intended that the Service Redesign Programme unfold over the next few years.*

2.1.1 For information on the development of the new Pembury Hospital, please refer to information provided by Maidstone and Tunbridge Wells NHS Trust

2.1.2 NHS West Kent is currently developing its Strategic Commissioning Plan which will set out commissioning priorities for the next five years. The PCT is also currently developing its commissioning plan for community services - a vision and draft strategy for the future shape of community services will be presented to the PCT Board in November, following which stakeholders will be consulted about the proposals.

2.1.3 The PCT's Strategic Commissioning Plan and the future shape of community services will be discussed at the PCT's November public board meeting.

- *An understanding of where services are currently provided and where it is intended that they will be provided in the future (including information on services which are not relocating).*

3.1.1 For a list of hospital services, by site, comparing 2008/9 to 2012/13 please refer to information provided by Maidstone and Tunbridge Wells NHS Trust.

3.1.2 In February 2008, the PCT and the Trust signed an Accountability Agreement to redesign services across the Trust and other providers relating to the new hospital, identifying options for different service settings and deliver a fully functioning new hospital at Pembury.

3.1.3 The Service Redesign process began with a review of expected activity flows through the new hospital in terms of outpatient and inpatient activity.

3.1.4 The business case for the programme was based on the amount of activity in 2005/6, adjusted to expected levels in 2012/13. The second stage of review then commenced, looking in detail at outpatient activity. Those services which were expected to be provided largely or entirely offsite or in the community were individually reviewed.

- 3.1.5 These were completed in December 2008, and a review of the remaining outpatient services which were expected to have a presence offsite or in the community was completed between February and April 2009.
- 3.1.6 The third stage review commenced in April 2009 and looked at inpatient activity at a more detailed level.
- 3.1.7 The ongoing service redesign programme has considered where outpatient service specialties in geriatric medicine, neurology, rheumatology and pain management should be located following the opening of Pembury Hospital. Although it was considered possible to locate a number of outpatient clinics offsite or in the community, it was decided that all of the considered specialties could continue to be provided by the Trust.
- 3.1.8 In addition, all Consultant-led clinics can be accommodated within the new hospital except where there is clear clinical need for alternative models to be commissioned, as is the case for:
- Community Diabetes Services in the South of West Kent
  - Community Sexual Health Services in the South of West Kent
  - Community Dermatology Services in the South Of West Kent (these clinics are provided by Medway NHS Trust)
- 3.1.9 The rehabilitation of patients, and the therapy staff who provide services, for patients immediately after their post-operative recovery can be accommodated in PCT Community Hospitals outside of the new hospital, subject to business case development and approval by the Trust and PCT.
- 3.1.10 The “Dolphin” Child Development Centre Service (currently provided by West Kent Community Health Staff, the Portage Service and Kent Children’s Trust Staff can be moved by September 2010 into locations outside of the new hospital to premises will be identified in the PCT’s Community Services Commissioning Strategy to be presented for approval by the PCT Board in November 2009.
- 3.1.11 The key improvements required in care pathway redesign across many service delivery areas have been confirmed for inclusion in the PCT’s Community Services Commissioning Strategy to be presented for approval by the PCT Board in November 2009.