

Briefing for: Kent Health Overview and Scrutiny Committee
Date July 2016
Subject **Increasing bed capacity and improving patient experience –
Relocation of Dermatology Outpatient Service to Beckenham Beacon**

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This briefing sets out the demand and capacity challenges that the Trust is experiencing and proposals to address them which involve changes to some services and developments across King's College Hospital, Princess Royal University Hospital and Orpington Hospital. This briefing specifically focuses on the relocation of the Dermatology Outpatients Service from Orpington Hospital to Beckenham Beacon.

1. Introduction

In October 2013, King's College Hospital NHS Foundation Trust acquired the Princess Royal University Hospital (PRUH), Orpington Hospital, and some services at Beckenham Beacon and Queen Mary's Sidcup following the dissolution of South London Healthcare NHS Trust. Since this time King's has undertaken the complete refurbishment of Orpington Hospital and the redevelopment of the model of care on site has been ongoing.

Alongside this, we have experienced continual pressure on capacity across our main hospital sites. Therefore we have also been working to try to alleviate this pressure through integrating services across our expanded footprint. However significant challenge remains and we are working with our local partners to explore ways to overcome them.

Our major operational challenges

Like other NHS Trusts we are challenged with regard to our emergency performance and waiting times for planned treatment. The demand for our services is substantial and the current level of capacity across our main acute sites is not sufficient.

We are seeing record levels of attendance and admissions at both our Emergency Departments which has led to high bed occupancy levels, longer waiting times for patients and cancellations of planned operations due to the shortage of beds. These cancellations

have increased waiting lists for patients needing surgery as emergency patients are prioritised. The PRUH is further challenged by the large elderly population in Bromley who often experience longer stays in hospital than is needed and are often admitted due to situations which could be avoided.

2. Addressing our major operational challenges – demand and capacity

Without going further, through increasing capacity and improving patient pathways, our analysis tells us that we will have a greater and unsustainable shortfall of beds at both our main hospitals. This will mean the pressure on beds will continue as will the high rates of bed occupancy we continue to experience. We will not be able to improve on the number of patients being seen, treated and discharged from our emergency departments within the four hour target and waiting times for planned treatment will lengthen.

3. Our proposals

We need to make radical changes in order to ensure that our patients are being seen in a timely manner and in the right setting. We recognise the need to do this by working with our partners and have welcomed the approval from system regulators and commissioners to progress these proposals.

We have proposed addressing the problems outlined through providing additional beds and redesigning the operating models of some services across KCH, PRUH and Orpington Hospital. This includes the development of an Older People's Assessment and Frailty Unit to be based at Orpington Hospital and will offer a more suitable environment and specialist care to elderly and frail patients. We intend to have the new beds including those within the new unit operational by early 2017.

In order to create the new beds we need to free up sufficient space and therefore transfer the locations of some services between the three sites. The relocation of the Dermatology Outpatients Service is key to enabling the changes at Orpington Hospital to take place.

5. Bromley Dermatology Outpatient Service relocation

The Dermatology Outpatient Service is currently based at Orpington Hospital. The majority of patients using the dermatology service come from Bromley (68.38%) and patients from West Kent represent the second largest cohort (10.12%). Smaller cohorts of patients come from Bexley (6.67%) and other areas. In 2015/16, the service saw a total of 16,574 patients.

We plan to move our core service to Beckenham Beacon on 22 July 2016. Two clinics per week will continue at Orpington. At Beckenham Beacon we already provide a number of Outpatient services including dermatology clinics and as a site dedicated primarily to delivering acute, community and primary care this is a good location for us to continue caring for our dermatology patients. Beckenham Beacon is well regarded by the local community

and offers additional facilities such as a pharmacy for all outpatient clinics. As a Trust we are keen to make full use of our space allocation and this move will assist us to do this.

We know that changes to services can be difficult for some patients and their families. This is why we are discussing the move with patients that come into the clinic at Orpington before the move and carrying out some engagement activity to ensure that we are addressing any concerns. As a matter of course, we are contacting all patients with existing bookings to inform them of the move and providing information to support them with attending the new location.

To accommodate the move, some clinic appointments 22 and 25 July will be rearranged. These appointments will be rescheduled for the earliest available slots at the new location. New patients will be invited to attend Beckenham Beacon with patients having the choice of appointments at the smaller satellite service that will remain at Orpington Hospital.

The new location is served by public transport and has car parking facilities including a number of disabled bays. In line with current policy, access to our patient transport service will be available to eligible patients.

As described, this change is part of a system wide improvement plan that is supported by local our regulators and local commissioners as it enables much needed bed capacity to be created for the populations we serve.

Our priority is the continuity of care for patients and we are committed to ensuring a smooth transfer of the dermatology service.