

Oxfordshire Joint Health and Overview Scrutiny Committee

Date of Meeting: Thursday 6 April 2017

Title of Paper: Update on NHS Services delivered at the new Townlands Memorial Hospital

Purpose: To provide the Oxfordshire Joint Health and Overview Scrutiny Committee with an update on the NHS services provided at the new Townlands Memorial Hospital in Henley on Thames, which serves the local community of south Oxfordshire.

Senior Responsible Officer: David Smith, Chief Executive, Oxfordshire Clinical Commissioning Group

1. Introduction

The following paper provides an update on the redevelopment of the Townlands Memorial Hospital in Henley on Thames and associated NHS services.

2. Background

In 2012, Oxfordshire Primary Care Trust (PCT) approved the business case for the new Townlands Hospital. In 2013, the planning and responsibility for commissioning services was transferred to the Oxfordshire Clinical Commissioning Group (OCCG) as part of the NHS reforms.

The model of services in the 2012 business case was based on the type of service provision that fitted with the way health care was organised and delivered at that time.

Since then many things have changed; the NHS together with social care in Oxfordshire are changing services to deliver more care in local communities which helps to avoid admission to acute hospitals, except when necessary and for those patients who are admitted, keeping the time in hospital as short as possible.

Following a public consultation that concluded in June 2015 it was agreed to proceed with a new model of care at Townlands Memorial Hospital including the implementation of a Rapid Access Care Unit (RACU) and to purchase a number of beds from the new Chilterns Court Care Centre to support patients.

3. Service Developments

3.1. Oxford Health NHS Foundation Trust

Many services provided by Oxford Health NHS Foundation Trust (OHFT) were transferred from the old hospital into the new Townlands Memorial Hospital in March 2016. This included the minor injuries unit and the out of hours primary care services.

From April 2016 to March 2017 the minor injuries unit has managed 5,498 patients suffering minor injuries of which 98% were seen and treated within the 4 hour target. Below outlines the activity on a month by month basis:

2016/17	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb
Patient No's	464	507	572	565	472	582	529	486	435	452	436

All of the above service activity is comparable to the activity for 2015.

From April 2016 to March 2017 the out of hours service supported 8,314 people within the Henley location. Below outlines the activity on a month by month basis:

2016/17	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb
Patient No's	810	765	681	801	711	834	801	716	803	759	643

Other services provided by OHFT at the Townlands Memorial Hospital include podiatry, musculoskeletal services (relating to joints, bones and spine), speech and language therapy, nutrition and dietetics. The district nursing and health visiting services also use the facility as a base to support the provision of care directly into patient homes within the locality.

The new RACU opened its doors to the public on the 23 January 2017. This was a significant delay to the original timeline. There had been a number of issues to overcome, in the past year, namely the recruitment of a consultant to lead the multi-disciplinary team delivering the service.

The RACU provides assessment and treatment of patients with a crisis or deterioration in their health or long term. The service offers a clinic so that patients can be assessed by a consultant and, if needed receive diagnostic tests or treatments such as intravenous antibiotics on the same day to help avoid a stay in an acute hospital.

A patient who has attended the RACU may be discharged and continue to be treated in their own home or admitted to a RACU bed at the Chilterns Court Care Centre next to the unit.

Eleven beds for NHS patients are also located in the Chilterns Court Care Centre. Four beds are allocated for suitable RACU patients with medical support from this service, while the other seven are for patients who need a further period of recovery or rehabilitation (intermediate care beds) before going home or to a permanent care home when they no longer need hospital care. Medical cover is provided by the Bell and Hart Surgeries in Henley and the GP out of hours service.

The new RACU service has supported:

- 43 new patients (by the end of 21/3/17)
- 130 follow up treatments (by end of 21/3/17)
- 8 inpatients – with a length of stay between one and 24 days, with an average length of stay of nine days.

3.2. Royal Berkshire Hospital NHS Foundation Trust

The Royal Berkshire Hospitals NHS Foundation Trust (RBFT) provides outpatient services at the Townlands Memorial Hospital.

There are eight clinic rooms available in the new hospital and much work has been undertaken to increase the number of clinics held there. Within the old hospital, four clinic rooms were available with an average of 700 attendances per month. Since moving to the new hospital this has increased to over 1,200 attendances per month.

The increase in activity is a combination of both increasing existing services and new clinics starting. Those new services include:

- Trauma & Orthopaedics: spinal clinic and paediatrics
- Endocrinology: bariatric
- Plastic surgery
- Respiratory
- A new diabetes clinic will start once specialist nurse support is in place.

A minor procedures room is available which has enabled a 'see and treat' dermatology service to be commenced, whereby patients requiring a minor operation can have this carried out on the same day as their outpatient appointment.

Feedback from both patients and clinical teams continues to be extremely positive.

RBFT held an open evening for GPs on 27 September 2016 to discuss the outpatient services, future plans and gain first hand referrer feedback. This was a very positive evening for all. A further GP evening is planned later in 2017.

3.3. Orders of St Johns Care Trust (OSJCT) & Chilterns Court Care Centre

The Chilterns Court Care Centre opened its doors to residents on 30 November 2016. The new 64-bed care centre includes three floors dedicated to providing specialist dementia care and incorporates a number of features to promote recollection with residents. Each of the home's bedrooms has an en-suite shower and toilet facilities, along with access to digital television, telephone and Wi-Fi, as well as a 24-hour nurse call facility.

Each wing is arranged into small household units, each with its own communal dining and lounge areas, along with specialist bathing facilities, to give a domestic feel.

The home also includes several 'destination zones', including a high street themed first floor, complete with a shop, cafe and hair salon. The rest of the building is fully furnished throughout and decorated to a high standard, incorporating breakthrough dementia technologies to assist residents. Additionally, the property's outdoor area provides a safe and secure garden for residents to access and includes a fully landscaped sensory garden with raised planters, vegetable patches and water feature.

As mentioned above, OCCG commissions 11 beds from OSJCT in the Chilterns Court Care Centre. Seven are intermediate care beds (ICB) and there are four to support the RACU. The seven ICB beds have been fully occupied since the opening of the care home. There has been utilisation of the four RACU beds but activity is increasing due to this being a new service.

The average length of stay for the ICB beds is 18 days. For the beds to support the RACU the average length of stay is nine days.

OCCG will continually review the beds to see if the resource in the most effective manner. OCCG has the ability to buy further beds by using Oxfordshire's well-established spot purchase system. This system allows OCCG to access beds from those providers who have beds available at the time they are needed, without having to pre-commit funds. Our priority will be to purchase a bed within the OSJCT care home wherever possible. However, if a suitable bed was not available OCCG would purchase a bed from the next nearest provider to the patient's home.

Over the past year the Care Quality Commission (CQC) have inspected a wide range of services within Oxfordshire including acute and community providers, independent hospitals, care homes hospices and ambulance services.

On 25 January 2017 the CQC made an unannounced visit to the Chilterns Court Care Home. The CQC report was published on 13 March 2017 with the care home being rated as requires improvement. For the full report please see here:

http://www.cqc.org.uk/sites/default/files/new_reports/INS2-3228938858.pdf

OSJCT and OCCG are disappointed with the outcome of the recent inspection. Following the transfer of patients and staff at the end of last year, as residents and colleagues have settled into their new home, OSJCT became aware of various issues that needed to be addressed. An action plan was already in place to resolve many of these before the CQC

visit. OSJCT has discussed this plan in detail with the CQC and are working hard to ensure all steps are taken to implement the necessary improvements.

OSJCT is also providing opportunities for the local community to come into the home, for example to attend its Dementia Café, which started recently. They very much look forward to developing closer ties with people in Henley.

3.4. Second floor of the Townlands Memorial Hospital

NHS Property Services are continuing to work with interested parties from the health sector with the aim of finding a tenant for the second floor.

4. Official Opening

The new Townlands Memorial Hospital was officially opened in a short ceremony on 28 March 2017, by Tim Stevenson OBE, Her Majesty's Lord-Lieutenant of Oxfordshire. Over 40 guests attended the event, including the Mayor of Henley, which recognised the success of the facility during its first year of operation.

5. On-going public involvement

As part of continuing patient and public engagement, OCCG formed a Townlands Stakeholder Reference Group (TSRG) in December 2015. The group is made up of representatives of local community groups, patients and carers as well as clinical and social care colleagues.

The purpose of the Townlands Stakeholder Reference Group (TSRG) is to bring together patients, carers and the public from the local community with NHS organisations and Oxfordshire County Council to ensure public views and experiences are taken into account in the implementation of the Townlands hospital redevelopment.

In the past year the group has met on a monthly basis with every second meeting held in public. Members of the public have the opportunity to submit questions at the beginning of the meeting with a slot at the end of the agenda to raise further questions or make observations.

Items covered at the meeting have included how social care works with the NHS, performance updates on services provided, communications and engagement with the local community and the on-going development of the RACU.

More information on the TSRG including associated papers and minutes of meetings are available here: <http://www.oxfordshireccg.nhs.uk/about-us/work-programmes/townlands-hospital-consultation/stakeholder-reference-group/>

6. Conclusion

The opening of the Townlands Memorial Hospital, on 14 March 2016, and the associated development of the Rapid is an important step; it is at the forefront of OCCG's emerging transformation plans which will lead to services being delivered in new ways, with increased emphasis on preventing hospital admissions and providing more care in the community.