


Oxfordshire
Clinical Commissioning Group

Oxfordshire Joint Health and Overview Scrutiny Committee

Date of Meeting: Thursday 21st April, 2016

Title of Paper: Update on the implementation of the new Townlands Hospital, Henley.

Purpose: To provide the Oxfordshire Joint Health and Overview Scrutiny Committee with an update on the implementation of the new Townlands Hospital in Henley which will serve the local community of South Oxfordshire.

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

Update on the implementation of the new Townlands Hospital, Henley.

1.0 Introduction

Oxfordshire Clinical Commissioning group (OCCG) is pleased to report that the new Townlands Hospital in Henley opened its doors to patients for the first time on 14th March 2016.

The opening of Townlands Hospital, and the associated development of the Townlands Rapid Access Care Unit (RACU) 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 prevention, self-care, bringing more care into the community, and further integration of health and social care.

The following paper provides an update on the implementation of the new hospital, outlines planned service developments, and summarises continued patient and public engagement.

2.0 Transition to new facilities

Following some building delay early in the year, the new hospital was finally handed over to the NHS on 15th February 2016, allowing a four week period for the new building to be commissioned, ready for services to commence. Staff from Royal Berkshire Hospitals Foundation Trust (RBFT), Oxford Health Foundation Trust (OHFT) and NHS Property Services (NHSPS) worked incredibly hard with the contractors to fit equipment and prepare clinic rooms and public areas for use.

All of the services previously provided at the old hospital were transferred to the new building with minimal disruption, including outpatients, Minor Injuries Unit (MIU), GP out of hours, podiatry, physiotherapy, speech and language therapy, and district nursing.

As is common in moves of this scale, there has been one operational issue which has impacted on the delivery of services. Although the X-ray equipment was relocated successfully to the new Townlands building, IT connectivity issues meant that X-Ray services did not become operational until 31 March. Patients needing X-rays during this time were temporarily referred to the Royal Berkshire Hospital or Brants Bridge in Bracknell. This impacted particularly on patients attending orthopaedic outpatient clinics, and any patients attending MIU who required an X-ray. The IT issue has now been resolved and the X-ray service is operating as normal, except for some patients requiring back and pelvis x-rays who will continue to be referred to Reading until May, when the full service will resume.

3.0 Modern facilities for patients, visitors and staff

Patients are already telling the clinical teams what a difference it makes to be in modern, high quality facilities, and our staff members are very pleased to be working in a bright and airy environment, describing it as a remarkable transformation from the old buildings (see photographs 1-4 overleaf).



1. The old Minor Injuries Unit



2. Our first patient being treated in the new MIU



3. The new Hospital reception area



4. A panoramic view of the back of the new hospital

Further work is required on landscaping, and the construction company Vinci Construction UK Ltd has kindly agreed to work with interested parties who wish to be involved in discussing arrangements for the garden areas, which we know is an important issue for the local community.

Vinci Construction, Amber Infrastructure and NHSPS are now working to ensure appropriate site transition planning arrangements are in place during demolition of the old building in order to minimise any disruption during 'phase 2' works; including the provision of car parking and access roads. Once plans are agreed and in place they will be shared with the patients and staff who will be using the hospital during this time.

NHSPS are also proactively seeking a new occupier for the second floor of Townlands Hospital, following the withdrawal of Sue Ryder as a prospective tenant.

4.0 Service developments

4.1 Outpatients

All outpatients' clinics that were previously provided in the old Townlands building are available within the new Townlands facility. Additional clinic rooms in the new building will now enable RBFT to expand the variety and number of outpatient clinics held. This will offer improved access to local patients and will reduce the need to travel into Reading.

New clinics will be introduced in a phased way allowing RBHT to review activity data and waiting times to understand demand, as well as agree with clinicians any necessary changes to individual job plans.

From April and May 2016, there will be a new paediatric orthopaedic clinic introduced, and an increase in the number of adult orthopaedic and cardiology clinics. Additional consultant led clinics are also planned for the future in Gastroenterology, Ear, Nose and Throat (ENT), and Elderly care, together with rheumatology nurse led clinics.

4.2 Rapid Access Care Unit (RACU)

A key component of the new model of care being provided is the implementation of the new Rapid Access Care Unit (RACU) at Townlands Hospital.

RBFT is currently recruiting a dedicated consultant to lead the new service, while OHFT is in the process of recruiting, developing and training nursing and therapy staff to ensure the service is ready to meet patient needs.

The trusts intend to begin the service in early May, dependent on the successful recruitment of staff.

4.3 Orders of St John Care Trust Care Home beds

OCCG has also confirmed further detail of the arrangements that have been negotiated with the Orders of St John Care Trust (OSJCT) for the provision of intermediate care beds at the new Chiltern Court Care Home being built next door to the new Townlands Hospital.

Bed modelling confirmed the anticipated need of between five and eight beds to support the new Rapid Access Care Unit (RACU), and to provide step down care for patient's discharged from an acute hospital.

Following the conclusion of negotiations, and to allow time for the new model of care to establish itself, the CCG has committed to a three year contract with the OSJCT for a total of 11 beds in the new care home on the Townlands site, and will use these beds flexibly.

If demand rises to the point where 14 beds are required, OCCG will still have 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.

5.0 Patient and Public Engagement

As part of continuing patient and public engagement, the Townlands Stakeholder Reference Group (TSRG) was formed in December 2015 and has, so far, met three times. The group is made up of representatives of local community groups, patients and carers as well as clinical and social care colleagues.

Following these initial meetings, it has been agreed that the Terms of Reference for the group will be reviewed to make it more accessible and their work transparent to the local community. The review has been strongly welcomed and will be undertaken in conjunction with all members of the Stakeholder Reference Group and with the Townlands Steering Group (TSG). This would include looking at whether to hold some of the TSRG's meetings in public and future chairing arrangements.

Regular project updates have also been sent to a wide range of stakeholders informing them of progress including all parish councils and all GP practices in the catchment area, all 179 participants from the consultation, that responded to questionnaires, all local media, Healthwatch for onward cascade, OCCG social media, including facebook (178 followers) and twitter (6750 Followers), OCCG's Talking Health¹ membership (2800 registered) and all voluntary sector organisations, via OCVA.

6.0 Conclusion

Teams from across a number of different organisations have worked incredibly hard to ensure that a first class facility has been opened at Townlands of which we can all be proud. Despite all of the challenges faced in reaching this milestone, the community can be confident that they have a new hospital which will serve local people with modern healthcare for many years to come.

¹ Talking Health is OCCG's online consultation and engagement system. The tool enables people to register with OCCG to be involved and have their say about the local NHS.

A formal opening ceremony for the new hospital is planned for later in the year, when the demolition works have been concluded.

Further information about the developments at Townlands Hospital can be found on our website: <http://www.oxfordshireccg.nhs.uk/about-us/work-programmes/townlands-hospital-consultation/governance-and-hosc/>