

# Agenda Item 8

		<b>THE HEALTH SCRUTINY COMMITTEE FOR LINCOLNSHIRE</b>	
Boston Borough Council	East Lindsey District Council	City of Lincoln Council	Lincolnshire County Council
North Kesteven District Council	South Holland District Council	South Kesteven District Council	West Lindsey District Council

Open Report on behalf of Keith Ireland, Chief Executive

Report to	<b>Health Scrutiny Committee for Lincolnshire</b>
Date:	<b>17 October 2018</b>
Subject:	<b>Louth County Hospital Inpatient Services - Survey</b>

**Summary:**

On 6 September 2018, Lincolnshire East Clinical Commissioning Group (CCG) announced that it was conducting a survey on the provision of inpatient services on Manby and Carlton Wards at Louth County Hospital. These two nurse-led wards currently support patients with nursing care, rehabilitation, assessment and palliative, and end of life care, all of which is provided by Lincolnshire Community Health Services NHS Trust (LCHS). Initially the survey closing date was 10 October, but the closing date has been extended to 19 October.

In June 2017 – health and safety review by LCHS of Manby and Carlton Wards identified a number of fire safety risk. This resulted in the number of beds being reduced to ensure patients could be safely evacuated. Since then there have been many positive developments at County Hospital, Louth particularly taking a more proactive approach to rehabilitation on the ward and adopting a ‘home first approach’.

A review of clinical service provision has identified significant opportunities to integrate care pathways with those provided within community and to maintain efficiency and improve quality at County Hospital, Louth.

The CCG has developed two options to be considered around future provision of services at Louth County Hospital:

- Option 1: 16 beds plus six chairs on Carlton Ward
- Option 2: 20 beds on Carlton Ward, plus six chairs on Manby Ward

A draft response to the survey is being prepared by the Health Scrutiny Committee's working group and will be circulated shortly before or at the Committee meeting.

**Actions Required:**

To finalise the response of the Health Scrutiny Committee for Lincolnshire to the survey being undertaken by Lincolnshire East Clinical Commissioning Group on Inpatient Services at Louth County Hospital.

**DRAFT RESPONSE TO BE CIRCULATED SHORTLY BEFORE OR AT THE MEETING**

**1. Background**

On 6 September 2018, Lincolnshire East Clinical Commissioning Group (CCG) announced that it was conducting a survey on the provision of inpatient services on Manby and Carlton Wards at Louth County Hospital. The CCG is seeking the views of patients, carers and their families on options being considered about how inpatient services on these wards may be provided in the future.

Manby and Carlton are two nurse-led wards, which currently support patients with nursing care, rehabilitation, assessment and palliative, and end of life care, all of which is provided by Lincolnshire Community Health Services NHS Trust (LCHS), and Lincolnshire East CCG has been working with LCHS to review the way these services are delivered and explore alternative options for providing care at County Hospital, Louth.

**Fire Risk and Patient Safety**

Following an identified fire safety risk in June 2017, the number of available beds at County Hospital Louth was reduced from a total of 50 on both wards to 16 plus six chairs. This was in line with recommendations from the fire service in order to be able to safely evacuate patients whilst significant building work, including a number of wider improvements, was undertaken. This fire safety work, along with additional improvements, has represented a significant investment by NHS Property Services.

**Developments at Louth County Hospital**

The CCG has stated that there have been many positive developments at Louth County Hospital in recent years, including taking a more proactive stance on rehabilitation and a 'home first' approach to care, to ensure that people have the right support to stay safely at home and are not unnecessarily admitted or re-admitted. There has been an increase in the number of patients receiving clinical assessment during the day, without the need to admit them into a bed, and ward and community staff are establishing closer working partnerships with the Urgent Care Centre, which sees approximately 20,000 attendances each year, and consistently meets the national four-hour wait target.

Looking ahead, as commissioner of services, the CCG has also stated that it remains committed to the future of Louth County Hospital and has a positive vision, which focuses on providing lasting security for Louth as a centre for innovative healthcare for local people.

As part of the review of services, the CCG states it has introduced a service which brings together the expertise of a wide range of clinical professions and reduces the average length of stay for patients, while allowing them to be treated close to home. Working with LCHS, the CCG have also introduced measures to ensure compliance with same sex accommodation requirements.

### Development of Options for In-Patient Services

Based on a needs analysis of patients and the ability to manage the needs of patients out of hospital, the CCG has developed two options to be considered around future provision of services at County Hospital, Louth, and is asking for people's views on these, by completing a short survey and/or attending one of a series of engagement events.

The current state of the hospital buildings means that the options outlined below for the wards are a cost-effective means of delivering services whilst the CCG develop plans with local people for the long-term future of a Louth community hospital.

A review of clinical service provision has identified significant opportunities to integrate care pathways, and to improve both efficiency and quality at Louth Hospital. Most of the current buildings on site date back approximately 100 years and have received little investment. Consequently, the majority of the buildings have severe condition and suitability issues in the context of delivering healthcare to modern standards. Despite this Louth Hospital is well used and liked by both local people and clinicians.

In 2015 the CCG produced a strategic outline case which described the clinical vision and strategy for the hospital, and considered possible future options and the associated costs.

Considering the overall focus on estates as part of the Sustainability and Transformation Partnership (STP), the CCG states that it needs to:

- Support the Acute Services Review
- Support the ongoing development of integrated health and care with enhanced access to primary care
- Provide suitable space for other agencies to support the delivery of an holistic approach to patient management including community nursing teams, third sector agencies such as Age UK, MacMillan, British Heart Foundation as well as Social Services in the support of patients at home, not in hospital

The CCG is now engaging with the public and other stakeholders to support us to make an informed decision about the services provided locally for patients. Using this approach, the average length of stay for patients has reduced by about four-and-a-half days when comparing 2016/2017 to 2017/18. This reduction brings several benefits to patients, including promoting remaining well at home, independence, socialisation with friends and family, opportunities for self-care and a reduced risk of infection. National evidence shows that for patients over the age of 80, a week in bed can lead to ten years of muscle ageing and 1.5kg of muscle loss.

This different model of care was also used by LCHS on Digby Ward at Lincoln County Hospital during winter 2017, to provide intensive, short term support to patients transitioning between acute hospital services and returning home. This saw 123 discharges within 72 hours over a six week period.

These successes in discharge have identified a number of opportunities to develop and refine the care model on offer at Louth. Based on the needs analysis of patients and the ability to manage the needs of patients out of hospital the following two options are being considered by the CCG for future provision of services at Louth County Hospital.

### **Option 1: 16 Beds Plus Six Chairs on Carlton Ward**

This option is in line with the current service model which has been delivered at Louth since June 2017. The 16 beds on Carlton Ward would continue to deliver the existing service specification, delivering “step-up” (admission from home for care), “step-down” (admission from a hospital ward for extra care to facilitate a safer return home), palliative and end of life care.

This option also includes a bay with six chairs for day case therapy, which would include intra-venous (IV) therapies, such as fluids and antibiotics.

This option would mean Manby Ward would not re-open to beds but there may be opportunities for the space to be used differently. Opportunities might include the ability to co-locate other services, such as those delivered by community staff, which would support Neighbourhood Working; a key programme within Lincolnshire’s Sustainability and Transformation Partnership (STP) which sees professionals from different organisations working together to deliver patient-centred care. Hours of operation would remain the same, including Monday to Friday 9am – 5pm for the chairs.

### **Option 2: 20 beds on Carlton Ward, plus six chairs on Manby Ward**

Carlton Ward would continue offer 16 beds in-line with the current service model, as described above in Option 1, with a further four “flexible” beds. This model of care builds on that which was delivered by LCHS on Digby Ward at Lincoln County Hospital.

These four beds could be used for those in need of assessment overnight or a more complex care package, aiming for a fast turnaround of up to 72 hours. This means patients will have access to a wider range of health professionals within the community, such as pharmacists, therapists, specialist nurses, advanced nurse practitioners or doctors, to quickly evaluate their needs.

On Manby Ward, there would be six chairs for day case assessment, treatment and care planning, underpinned by a new Frailty Assessment, Stabilisation and Treatment (FAST) pathway - these chairs will be in operation seven days a week. A fully-equipped gym would support the assessment of patient mobility and development of personalised therapy plans. It is anticipated that Manby Ward could also host staff contributing to Neighbourhood Working, a key programme

within Lincolnshire's Sustainability and Transformation Partnership (STP) which sees professionals from different organisations working together to deliver patient-centred care.

Patients should be better supported through this change in approach, which also promotes personalised care planning and the involvement of the wider integrated team of professionals. It would also enable those patients in need of supportive palliative care to be identified earlier and additional services, including IV therapy, to be offered for people requiring day intervention to return home following treatment.

### Engagement Events

Two engagement events took place in Louth on 2 October. There is one further engagement event in Mablethorpe on Tuesday 16 October 2018 at the Dunes, Central Promenade, Mablethorpe, LN12 1RG, registration at 6pm, main event 6.30pm – 8.30pm. Bookings for the event may be made at the following link:

<https://www.eventbrite.com/e/inpatient-services-at-county-hospital-louth-tickets-50414124002>

### Working Group

On 12 September, the Health Scrutiny Committee for Lincolnshire established a working group comprising Councillors Carl Macey, Paul Howitt-Cowan, Colin Matthews and Mrs Pauline Watson. The draft response of the working group to the proposals will be circulated shortly before or at the meeting.

## **2. Review and Engagement**

This item relates to a review of inpatient services at Manby and Carlton wards at Louth County Hospital by Lincolnshire East Clinical Commissioning Group on Inpatient Services at Louth County Hospital.

## **3. Conclusion**

The Health Scrutiny Committee is being requested to approve a response to the review and engagement by Lincolnshire East Clinical Commissioning Group on Inpatient Services at Louth County Hospital.

## **4. Background Papers** - No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

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