

London Borough of Southwark

Health, Adult Care, Communities and Citizenship, Overview and Scrutiny Committee

31 January 2013

Consultation on Health Services in the Dulwich area.

1 Introduction and background

Over the last 12 months NHS Southwark CCG has worked with its members, stakeholders and residents to develop a vision and strategy for the delivery of a sustainable healthcare system for the borough delivering high quality outcomes. In doing so the CCG has prioritised the transformation of primary and community care recognising that the enhanced delivery of care outside of acute hospital settings will be critical to achieving the ambitions of the CCG's first Integrated Plan and for the longer term development of services.

In 2011/12 the emerging CCG agreed to develop plans for the realisation of our ambition for community based services in the Dulwich locality. This work has been led by a dedicated project board over the last 12 months, supported by a Programme Director. The project has sought to understand the health needs of the locality, the current model of service delivery and the outcomes it achieves. We have specifically sought to identify the commissioning action required to improve local people's health and experience of health services within a sustainable model of care. Alongside this work the CCG undertook a three month engagement exercise with local people and stakeholders to gain their views and understand their aspirations for the future delivery of care.

Taking the outputs of this work, the Project Board has engaged with professionals across the local health and social care system to develop a proposed model of care. Having identified proposals the Project Board has considered the most effective and importantly feasible ways in which these proposals might be implemented. This has taken account of wider system change and alignment to strategic developments, the affordability of any potential implementation options and the current infrastructure within this part of the borough and the opportunities it affords.

The CCG is now in a position to describe clinical model proposals alongside potential options for their delivery. The pre-consultation business case articulates this work and PCT Board approval is being sought for a consultation process that will seek views on the model and its potential implementation in Dulwich. This document is available at www.southwarkpct.nhs.uk/documents/7945.pdf.

2 The consultation process

The attached document is a consultation plan which sets out in detail the process we intend to follow to ensure that we reach a wide cross-section of those likely to be affected by these plans, including the local population in south Southwark and people who are currently treated by existing services locally.

The CCG is seeking the committee's support for the consultation process for plans to enhance provision of health services in the Dulwich area, which serve a wider catchment, including Nunhead, and the southern parts of Camberwell and Peckham.

We intend this to be a full thirteen week consultation, and the plan sets out the wide range of methods we intend to use, the communities we want to reach and how we intend to put external assurances into the process to ensure it is thorough, open and honest.

3 What are we consulting on?

3.1 Service model

Following the engagement process in 2012 we have developed a service model – a description of the services we want available to patients in community settings. This is set out in a diagram at the end of this paper. It builds on existing services, seeking to strengthen them, integrate them more fully and shape them so that they better fit the needs of the local population.

These community services will cover a broader range of services than at present, expanding to include more diagnostic tests, enhanced management of long term conditions; one stop outpatient clinics and integrated health and social care provision. They will increase patient choice and ensure they are seen by the most appropriate clinician for their care.

We have focussed on four broad groups, which link into the health needs of that area:

- healthcare for everyone- if you are unwell but likely to only need health care for a short period of time;
- older people and those with long term conditions;
- the very young – women who are pregnant and families with very young children;
- health promotion and prevention

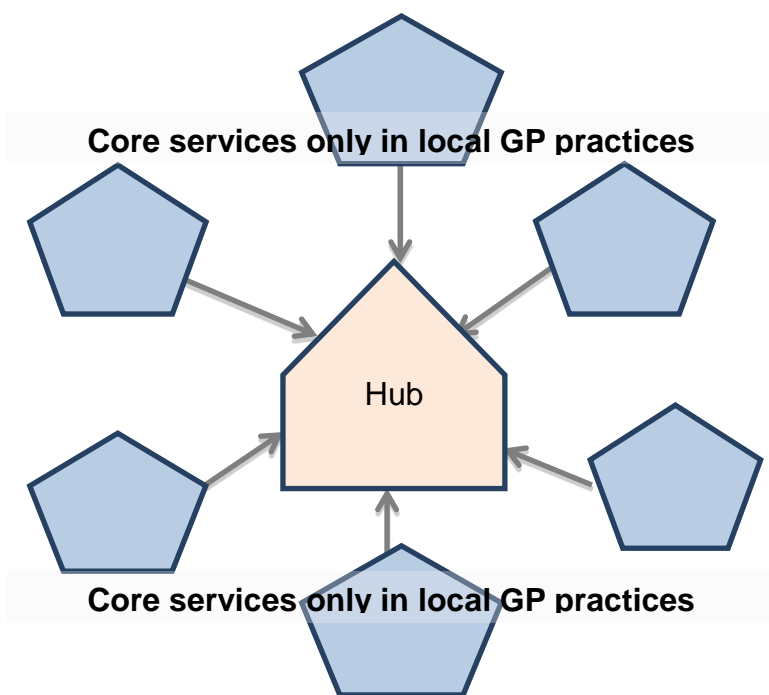
3.2 Options for delivery

The CCG is clear that it will only consult on options which are feasible: and are therefore affordable, clinically high quality and safe and deliver the service model. They have identified two feasible options, and these are set out in a diagram overleaf.

The **Centralised** service delivery option seeks to locate as wide a range of community based services in one location in the Dulwich area. The facility would provide a base for co-ordinated, 'Under one roof' services where patients, either registered with the general practice at that facility or anywhere in the borough could be referred for the community based care services outlined in the proposed service

model. Local general practices would provide core general medical services to their registered population and would increasingly work as part of an integrated primary and community care team for the locality.

The **Networked** service delivery option would still seek to locate a significant number of services such as minor diagnostics and community based outpatients within a Dulwich 'Hub' whilst also seeking to deliver a number of those services at a small number of general practice sites across the local area. In this option all general practices would provide a 'core' set of general medical services and where patients needed to access other community based services they would do so at the community 'hub' or for a range of services they could do so at their, or a nearby, general practice. This would provide more services in some local general practices.



Option 1

Centralised Services

Practices providing core services only.

All additional services are provided from a single health centre 'hub' providing additional and support services

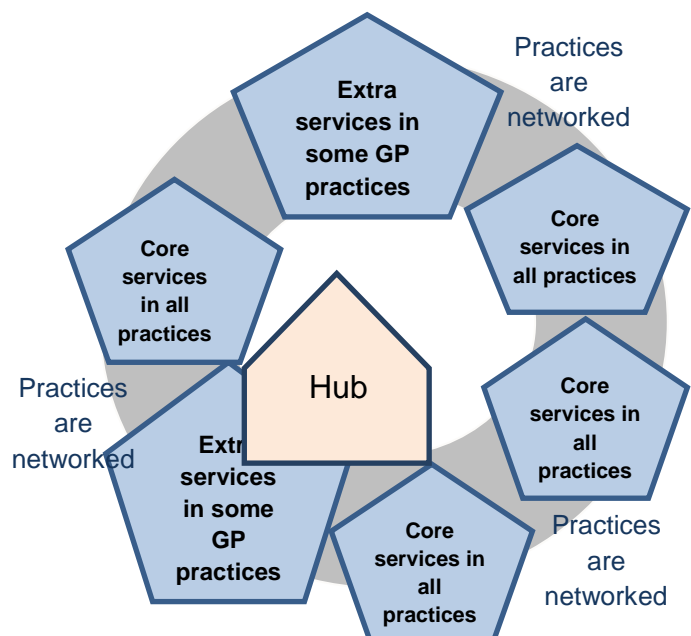
Option 2

Networked Services

All practices providing core services.

Some larger practices providing additional services for all patients

Health Centre 'hub' providing additional and support services



The differences between these delivery options are found in the organisation of services between that 'Hub' facility and local general practice and as a result the scale of community based services that would be found in those sites.

4 *The Health Centre 'hub'*

Both the options assume that there will need to be a health centre 'hub' in the area, and that the centre would be somewhere where patients could see GPs, a range of therapists (eg physiotherapy and occupational therapy), have some more standard tests done (eg blood tests and ECGs) and see more specialist clinicians for particular conditions. There would also be room for group work and classes.

Given that the proposals describe a central 'hub' facility in the Dulwich area a site search was commissioned by the CCG in 2012. This indicates that the only viable site for this facility at the current time is the Dulwich Community Hospital site. This is recorded by the Pre-consultation business case and the consultation document would make this, and the fact that the site search will be repeated in 2013 to ensure it is up to date, clear.

5 *Recommendations*

The Committee is asked to approve the consultation process outlined in the attached document.

SERVICE MODEL - HEALTH SERVICES FOR THE DULWICH AREA – ALL SERVICES

In people's Homes

Rapid response assessment
 Community nursing and personal care support
 Mental Health Home Care Teams
 Palliative Care
 Physiotherapy and diabetic eye screening for people who are housebound
 OT assessments
 Health Visiting
 Home births

In some local Pharmacies

Medicines reviews
 Emergency hormonal contraception
 Needle exchange/supervised medication
 Dispensing and minor ailments advice
 Equipment prescriptions
 Flu immunisations
 Oral contraception
 Smoking cessation

Staying in acute setting

Many 1st OP consultations, and those requiring expertise and/or diagnostics not easily devolved to the community
 Urgent Out of Hours Care alongside A&E and UTC
 Acute paediatrics
 MCATS
 Rheumatology
 X-ray

Elsewhere in the borough or nearby

Intermediate care beds alongside other 24/7 services
 Palliative Care
 Mental Health in-patient beds and out-patients
 Child development services and community paediatrics at Sunshine House

In all General Practices

Maternity care
 Child Health Clinics
 Childhood immunisation
 Chlamydia screening
 Reproductive Health
 Cervical cytology

Traditional GMS/PMS services including responding to patients who are or believe themselves to be ill, general care of people with LTCs, acute and mental health care needs.

Extended hours access
 ICP Case Management

NHS Health checks
 Smoking cessation
 Flu immunisation
 Bowel's screening
 Dressings/post-surgical wound care
 Counselling

At a nearby general practice or in a hub- as above and....

Minor surgery
 Pain management
 MSK Physiotherapy
 Alcohol reduction
 Substance misuse

Enhanced gynaecology
 Enhanced dermatology
 Enhanced headache care
 Other enhanced services in the future

Memory clinics
 Phlebotomy
 Dietetics
 IAPTS

More specialist post-op care

At a locality hub- all the above and...

LTCs specialist support to practices including:

Clinics space, ECG, Echo, Phlebotomy,
 24 hour BP monitoring
 Physiotherapy/exercise space
 OT, podiatry, dietetics, LTC Psychology,
 Anti-coagulation
 Tissue viability clinics
 Hearing aid fitting and support
 Diabetic eye screening

Pharmacy
 Minor surgery
 Group meetings space incl carers support
 Child Health Clinics
 Complex contraception
 Parent/craft classes and antenatal clinic

Smoking Cessation specialists services
 Mental Health- IAPTS, support group-work, memory clinics.
 MSK physio
 Weight management
 Mobile units- Breast Screening, and possibly Audiology and Diabetic Eye Screening
 Ultrasound

Other possible services in the hub

Midwife led birthing unit
 Café with information and IT points for patients
 Renal Dialysis
 Chest X-ray