

## IMPROVING SERVICES FOR OLDER PEOPLE IN NORTH LANARKSHIRE

**SUBJECT: Proposal to reconfigure beds within Coathill, Monklands and Parksprings**

### 1. PURPOSE

The purpose of the attached paper is to inform NHS Lanarkshire of arrangements to develop and improve services for older people in North Lanarkshire by reconfiguring rehabilitation beds in Coathill, Monklands and the Strathclyde Unit, Parksprings

### 2. SUMMARY OF KEY ISSUES

The changes will provide access to the full range of assessment diagnostic and rehabilitation services for older people within Monklands hospital in a fit for purpose physical environment by transferring beds from Coathill Hospital. Also by enhancing rehabilitation provision at the Strathclyde Unit, Parksprings it will allow greater local provision for patients within the Bellshill and Wishaw localities.

The paper sets out the progress to date to transfer rehabilitation services from Glenshirra Ward, Coathill Hospital (27 beds) in December 2008 to Monklands Hospital and through a range of changes improve services for older people in North Lanarkshire.

This will be achieved by

- the development of a 24 bedded GORU and rehabilitation ward at Monklands Hospital (Ward 10)
- the redesignation 10 NHS beds at Parksprings in Motherwell to provide additional rehabilitation beds to provide additional capacity within Wishaw and Bellshill localities General Hospital
- the formalisation the intermediate care pilot with North Lanarkshire Council to provide 10 beds within North Lanarkshire Council residential facilities
- the introduction a seven-day supported discharge service using the MIDAS model
- a review of the service model at Wester Moffat Hospital to create surge capacity for Monklands DGH over the forthcoming winter period
- consider options for service delivery within Cumbernauld locality
- the implementation of the engagement and communications plan

### **3. CONCLUSION**

The Board is asked to note and approve the contents of this proposal to enable an implementation plan to be progressed

**ROSEMARY LYNESS**  
**DIRECTOR OF ACUTE SERVICES**

## Developing and Improving Services for Older People in North Lanarkshire

### **Proposal:**

#### **1. Objectives**

The following paper sets out a proposal to reconfigure rehabilitation beds across a number of sites within North Lanarkshire including Coathill, Monklands and the Strathclyde Unit at Parksprings Care Home in Motherwell.

#### **2. Current Provision and Drivers for Change**

##### ***Coathill***

The Glenshirra ward at Coathill is a 27-bed nightingale ward for older people, which due to its nightingale can only accept female patients flowing from Monklands Hospital. Male patients do not have access to this ward and are kept with a variety of alternative services within the Monklands site. This arrangement is no longer fit for purpose given the physical separation of this rehabilitation serviced from the main diagnostic, assessment and other rehabilitation services currently available within Monklands Hospital.

The ward clinically adds little additional gain to the patient journey of care and lengths of stay are unnecessarily extended due to infrequent or dilute medical and rehabilitation input. Ward turnover is slow and rehabilitation potential is limited. In addition recent changes due to MMC have made it increasingly difficult to provide the Glenshirra ward with appropriate medical cover at all grades.

##### ***Wishaw***

Wishaw General does not have any step down rehabilitation facilities, resulting in patients remaining in Acute Assessment wards for rehab. If alternative facilities were available these patients needs could be met in a less specialist environment. The Strathclyde unit located in Parksprings Care Home in Bellshill / Motherwell area has capacity to accommodate 10 rehabilitation patients however it is a complex care facility and the staffing model is based on complex care needs not rehabilitation. In order to use this facility more efficiently rehabilitation facilities require to be developed.

#### **3. Proposal**

In order to ensure that older people in North Lanarkshire have equal access to high quality rehabilitation services the proposal is to vacate the Glenshirra ward by 31 December 2008 and re-provide rehabilitation services in more suitable facilities at Monklands Hospital and Strathclyde Unit Parksprings Care Home in Motherwell.

The proposal is to:

- Create a 24-bed rehabilitation unit at Monklands Hospital in Ward10 comprising of GORU and acute rehabilitation beds

- Redesignate 10 NHS beds at Strathclyde Unit, Parksprings in Motherwell to provide additional rehabilitation beds to provide local provision for older people in Wishaw and Bellshill
- Formalise Intermediate Care Pilot with North Lanarkshire Council , this pilot has provided 10 beds in residential homes in the Wishaw and Motherwell areas which have been used to provide step down rehab facilities for medically stable patients, who for a variety of reasons cannot return their home. This pilot has delivered a saving in bed days for Wishaw General and has also delivered excellent outcomes for patients allowing them to return home rather than progress to a Nursing Home.
- Introduce a seven-day supported discharge service from Monklands Hospital to help patients get home. This follows a successful pilot in winter 07/08 extending 5 day supported discharge to 7 days which showed a reduction in inappropriate admission (ie for more than 24 hours) to hospital .
- Explore development of further capacity within Cumbernauld to provide an additional five bed placements to move patients closer to home
- Enhance services at Wester Moffat Hospital to provide extra bed capacity for older people during the winter period.

A proposed implementation plan is attached at Appendix 1

#### **4. Benefits**

As a result of developing the rehabilitation services at both Monklands and the Strathclyde Unit, Parksprings it is anticipated there will be significant benefits for older people in North Lanarkshire by:

- Improving the quality of care for older people (male and female) rby developing modern rehabilitation services in fit-for-purpose facilities at Monklands Hospital and the Strathclyde Unit, Parksprings
- Reducing length of stay in hospital and the commensurate risk associated with this
- Accelerating the decision making process as the rehab teams would be concentrating on specialist rehab units rather than fragmented locations which dilute the efficiency.
- Providing services closer to home particularly for older people of Bellshill and Motherwell areas.
- Providing patients time to fulfil their rehabilitation potential in a supported environment
- Preventing inappropriate admissions to Nursing homes
- Reducing inappropriate admissions to hospital

## **5. Financial Implications**

The proposal is revenue neutral and the current budget associated with the running of the Glenshirra ward will be used to support the additional rehabilitation services within Monklands and the Strathclyde Unit at Parksprings.

Some refurbishment of Ward 10 is required and this is being addressed as part of the overall redevelopment plan for Monklands Hospital.

## **6. Engagement and Communications**

The Communications and Engagement Plan is attached in Appendix 2 which contains full detail of the proposed engagement required to support this proposal

As a preliminary step to ascertain the levels of engagement required the following meetings have taken place.

- **Older People's Programme Board**

The proposal was initially discussed at the Older People's Programme Board in June 2008

- **Staff**

A steering group was established which includes partnership representatives and meetings have taken place with staff to discuss the implications of the proposal. Staff groups at Coathill, Monklands and at the Strathclyde Unit, Parksprings all support the move.

A series of one-to-one meetings with staff will take place in accordance with the Board's organisation change policy.

- **Patients, carers and public**

An initial meeting has already taken place with the Scottish Health Council and we are awaiting formal feedback on the proposed engagement plan.

The plan will also be sent to the North Lanarkshire PPF for consideration at their next meeting on October 7.

The proposal will be also be included in the forthcoming meeting with MSPs.

### **Next steps**

A series of briefings, newsletters and presentations will be provided over the coming months to ensure all stakeholders are fully engaged with throughout the coming months as we move towards implementation.

## **7. Conclusion**

The Board is asked to consider and approve this proposal to allow the implementation of this proposal to proceed in accordance with the Communications and Engagement plan

David Hume  
General Manager  
Emergency and Medical Services Division

## Appendix 1

### Proposal to reconfigure beds within Coathill, Monklands and Parksprings Draft Implementation Plan

	Project Description	Progress to date	Timescales	Lead	Risk Rating
1	Transfer rehabilitation service from Glenshirra Ward, Coathill Hospital to Monklands Hospital	<ul style="list-style-type: none"> <li>Steering Group formed reporting into Older Peoples Programme Board</li> <li>Project Plan developed with key milestones and leads</li> <li>H.R project plan developed</li> <li>Individual interviews with staff scheduled for October</li> <li>Staffing profile agreed with Surgical directorate 10.88 WTE to transfer to Older Peoples Directorate</li> <li>Minor works list developed for Monklands ward and shared with PSSD &amp; Modernisation department</li> </ul>	Dec 2008	M Meek	Amber
2	Re-designate 10 beds at Parksprings to provide additional rehabilitation capacity	<ul style="list-style-type: none"> <li>Lead Consultant identified to develop rehab service at Parksprings</li> <li>Control of Recruitment forms submitted for AHP posts. AHPs have been identified internally to act into these new posts until substantive appointments made.</li> </ul>	Dec 2008	Dr Cameron / M Meek	Green
3	Formalise Intermediate Care Pilot with North Lanarkshire Council	<ul style="list-style-type: none"> <li>Joint submission from NHSL and North Lanarkshire Social Work department will be presented to North Lanarkshire Older People's Board.</li> </ul>	Dec 2008	F Taylor (NLC) & M Meek	Green
4	Introduce a 7 day supported discharge service from Monklands Hospital	<ul style="list-style-type: none"> <li>MIDAS team have identified staff to act into posts until substantive appointments made.</li> </ul>	Dec 2008	G Ellis/ R Letham	Green

5	Consider options for service delivery within Cumbernauld locality	<ul style="list-style-type: none"> <li>Feasibility of providing additional intermediate care services within Cumbernauld</li> </ul>	February 2009	G Ellis	
6	Wester Moffat surge capacity over winter period	Wester Moffat ward configuration has been reviewed to redesignate continuing care beds over the winter period to act as intermediate care beds. These beds will be supported by the MIDAS team and form part of the Winter Plan for 08/09.	Dec 2008	Dr Ellis / M Meek / R Letham	Green

**PROPOSAL TO RECONFIGURE BEDS WITHIN COATHILL,  
MONKLANDS AND PARKSRPINGS**

**COMMUNICATIONS AND ENGAGEMENT PLAN**

Ser No.	1. Stakeholder / Group	2. Message - i.e. what stakeholder needs to know	3. Method of Communication / Medium	4. Frequency of Communication	5. Person responsible for communication	6. Comments
1	Scottish Health Council	Assurance of appropriateness of public engagement as outlined in draft communications plan	Meeting to brief SHC and provision of draft Communication Plan for approval  Copies of news releases/newsletter	Once  Regular	D Hume/M Morkis/ M Meek/G Ellis  M Morkis	Initial meeting has taken place
2	Performance Management at Scottish Government	Assurance of appropriate engagement  Copy of communication plan  Updates on Progress	Briefing following SHC meeting  Email  Regular email briefings & copies of news letters	Once  Once  Regular	M Morkis	

Ser No.	1. Stakeholder / Group	2. Message – i.e. what stakeholder needs to know	3. Method of Communication / Medium	4. Frequency of Communication	5. Person responsible for communication	6. Comments
3	Public	<ul style="list-style-type: none"> <li>• Provide assurance &amp; Understanding of service</li> <li>• Benefits &amp; Outcomes for patients</li> <li>• Timescales for implementation</li> </ul>	<p>Newsletter</p> <p>Newsletter Press Release Website</p> <p>Press Release Website</p>	Regular	M Morkis	Work is currently ongoing with the Scottish Health Council to identify stakeholders and interest groups such as Carers Support Group and patient group Voice of Experience
4	Current patients/carers	<ul style="list-style-type: none"> <li>• Provide assurance &amp; Understanding of service</li> <li>• Benefits &amp; Outcomes for patients</li> <li>• Timescales for implementation</li> </ul>	<p>Regular briefings and newsletter to both patients and carers.</p> <p>Regular briefings and newsletters to local carers support group</p>	Regular	M Morkis	
5	PPFs (priority North – meeting on 7 October) South for information	<ul style="list-style-type: none"> <li>• Provide assurance &amp; Understanding of service</li> <li>• Benefits &amp; Outcomes for patients</li> <li>• Timescales for implementation</li> </ul>	<p>Presentation to local PPFs</p> <p>Copy of news releases/newsletter</p>	<p>Once</p> <p>Regular</p>	M Morkis/ M Meek	

Ser No.	1. Stakeholder / Group	2. Message – i.e. what stakeholder needs to know	3. Method of Communication / Medium	4. Frequency of Communication	5. Person responsible for communication	6. Comments
6	MSPs	<ul style="list-style-type: none"> <li>Understanding of change in service, benefits and outcomes for patients.</li> <li>Timescales for implementation</li> </ul>	Briefing meetings with local MSPs  Copy of news releases/newsletters	Once  Regular	M Morkis	
7	GPs	<ul style="list-style-type: none"> <li>Understanding of change in service, benefits and outcomes for patients.</li> <li>Timescales for implementation</li> </ul>	Regular Briefings on progress/ Timescales  Attend practice meetings	Regular  Once	M Morkis/Primary Care Services  M Meek	
8	Local Authority	<ul style="list-style-type: none"> <li>Understanding of change in service, benefits and outcomes for patients.</li> <li>Timescales for implementation</li> </ul>	Regular Briefings on progress/ Timescales  Copy of news releases/newsletters	Regular  Regular	M Morkis	

Ser No.	1. Stakeholder / Group	2. Message - i.e. what stakeholder needs to know	3. Method of Communication / Medium	4. Frequency of Communication	5. Person responsible for communication	6. Comments
9	NHS Board Staff	<p>Clear understanding of change in service</p> <p>Clear understanding of their role and awareness of the clinical protocols</p> <p>Timescales for implementation</p>	<p>Staff briefings Face-to-face meetings with staff</p> <p>newsletters for Coathill/Monklands and other key staff</p> <p>Partnership representative on steering group</p> <p>Usual communications briefings for all other staff</p>	<p>Regular</p> <p>Regular</p> <p>Regular</p>	<p>D Hume/M Meek</p> <p>M Morkis</p> <p>M Samson/J Miller</p>	<p>Identify all other key staff groups involved</p> <p>Identify staff representatives on steering group</p>

**To be produced:**

- Press Release - On final service change
- Staff briefing/Pulse updates - for all staff
- Newsletter - for staff, patients, carers, relatives and key stakeholders. Produced monthly from September to December
- FAQs - for briefings

**Timing of actions:**

Date	Action	Responsible	Evidence
Wk beginning 1 September	Share draft Communications Plan steering group for comment	M Morkis	
8 September	Share draft Communications Plan with Scottish Health Council and obtain views/outline agreement to approach	M Morkis	
	Draft FAQs	M Morkis	
September	One-to-one meetings with staff	HR	
22 September	Distribution of first newsletter to staff and relatives	M Morkis	
October	Issue update newsletter to staff and relatives	M Morkis	
	Presentation to PPFs	M Morkis	
	Brief MSPs		
November	Update newsletter	M Morkis	
December	Issue press release/Pulse with details of transfer	M Morkis	
	Issue final newsletter with details of move	M Morkis	