



DEVELOPING BETTER SERVICES



HOW WILL WE KEEP YOU INFORMED?

- Through further editions of the DBS Newsheet
- Core Brief
- Trustnet –DBS Update Site
- Regular briefings for managers and staff
- Further developing our ‘Storyboards’ and arranging a programme of exhibits

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INTRODUCTION

Welcome to the second update on Developing Better Services (DBS) and the progress made in implementing decisions reached by the former minister, Des Browne on the future provision of acute hospital and community services for the Southwest.

We will keep you informed on a monthly basis on the DBS Project and welcome any feedback from staff on the project.

WHAT IS THE DEVELOPING BETTER SERVICES PROJECT?

On 24 February 2003, the Minister for health and social services, Mr Des Browne, announced:-

the development of a new acute hospital to be sited to the north of Enniskillen and a local hospital to be located in Omagh.

- The new service - along with links to family doctor services, more specialist services across the Province and an emphasis on improved local

community, mental health and primary care services - will make up the network of diagnostic, treatment and care services needed for the future healthcare of the people living in the Southwest.

- The new hospitals will be an NHS centre of excellence, with new and exciting methods of health care that set new national

standards of treatment and service for patients, delivered in a first-class environment for our staff.

- The new buildings will be designed to reflect the needs of users.

WHO ARE THE DEVELOPING BETTER SERVICES TEAM?

Project Director

Sperrin Lakeland Trust has appointed Miss Mary Maguire as Project Director for the local implementation of DBS and the development of acute hospital services in the Southwest. She was the Project

Manager for the recent redevelopment at the Mater Hospital, where a major project of approximately £20 million has just been completed. Mary has also spent 18 months working in Health

Estates, a section of the Department of Health, Social Services and Public Safety which procures and manages the capital building projects in hospital and community services in Northern Ireland.

Mary took up post on 1 March 2004 and can be contacted at the DBS Project Team telephone number 028 8283 5820.

Project Manager

Michael joined the service in 1979 and has worked in most areas of finance including the post of Finance Director from the Trust formation in 1996 until 2002. He has worked on the business

cases for community accommodation for mental health clients and for elderly.

Whilst working with the Trust, Michael has undertaken day release courses at Jordanstown to become a fellow of the Chartered Institute of Management Accountants and gained a Masters in Business Administration (1996).

Michael is leading on the project business case to acquire the site for the new acute hospital to the north of Enniskillen and will provide support to the Project Director, Mary Maguire in the completion of the business cases for the commissioning of the hospital, and community care and treatment centres.



DBS PROJECT TEAM

Left-right: Michael MacCrossan, Sharon Kerr, Zara Phillips and Mary Maguire.

Missing from photo Carole McBride

Communications Support Officer

Mrs Sharon Kerr has had taken up post as the Communications Support Officer from February 2004. She will support the Project Team in delivering a comprehensive communications programme to ensure co-ordinated, effective and managed internal communication throughout the life of the DBS Project.

Sharon is based at Trust Headquarters temporarily and can be contacted at telephone number 028 8283 5261 or email skerr@slt.n-i.nhs.uk.

Personal Secretaries

Mrs Zara Phillips has been appointed as the Personal Secretary based within the DBS Project Team and commenced post in February 2004.

Zara can be contacted at telephone number 028 8283 5822.

Miss Carole McBride has also been appointed as Personal Secretary within the DBS Project Team.

Carole will be taking up post in March 2004 and can also be contacted at telephone number 028 8283 5822.

STAFF USER INVOLVEMENT

- **Staff will have the opportunity to be involved in Project Groups.**
- **The Project Team will be working with department heads or leads to ensure representatives of each department have an opportunity to study the proposed drawings and comment.**
- **The adopted design of services and new buildings will reflect the needs of users.**

UPDATE FROM VARIOUS DIMENSIONS OF THE PROJECT

INFORMATION COMMUNICATION TECHNOLOGY

Information and Communications Technology will be key to supporting the delivery of the new modernised health and care services. A business case will be completed to identify all the different systems and services that will be needed including:-

- information systems to support pharmacy and radiology
- electronic health records accessible at ward and clinic

level.

- move to a 'paper-lite' environment with much more use of computers to access and record information about patients.
- results of investigations and copies of correspondence to GPs will be available to professionals without having to refer to a paper record.

An ICT Steering Group is now being set up to complete the business case and to begin to develop existing computer systems, such as the PAS and Order Comms System, so that we might start to reduce the amount of paper we use in the short term and identify the training needs of staff, particularly professional staff, to be able to use the new and developing technology in direct patient care settings.

COMMUNICATIONS

Outcomes of Workshops/Staff Visits

- A series of joint department visits by staff side representatives and managers to all Trust departments and facilities have taken place. These were welcomed by staff and managers and have provided an opportunity for staff to be updated on the project and its progress to date. More importantly, staff have been able to ask questions and raise concerns they may have, particularly employment-related concerns.
- A series of 'sounding workshops' have also been held in the three hospital sites.
- A number of 'storyboards' were developed for these events, describing the service design work done so far for the new acute hospital, the protected elective centre and the local hospital, as well as the agreed criteria for identifying the site and proposals to develop ICT arrangements.
- Questions asked and feedback given at the joint visits and the workshops have been noted and will inform the work of the human resources group and those leading on the service design aspects of the project.
- A summary of this feedback will be published on Trustnet within the DBS Project update section, and a copy can be obtained from Sharon Kerr at extension 5261.

Communications Framework Structure

It is proposed to establish two communication groups:-

Operational Communications Group chaired by the communications lead Bridget O'Rawe, to plan for, direct and oversee the implementation of a range of initiatives related to 'information giving' and 'engagement/ involvement' – this virtual group will comprise of representatives from the Trust, Western Board and Western Health and Social Services Council.

Strategic Communications Group, chaired by the Trust chairman, to provide a strategic 'quality assurance' role in respect of the communications agenda with particular emphasis on 'engagement' – it is hoped this group will comprise of representatives from the three District Councils, Western Board and Western Health and Social Services Council. The chairman has written to the District Councils inviting them to participate in this group. Further information can be obtained within the DBS project section of Trustnet.

HUMAN RESOURCES

Sperrin Lakeland Trust in partnership with Staff Side representatives recognise that security of employment is a matter of fundamental importance to employees, particularly at a time when the Trust is embarking on a period of major change.

The planned major investment in services provides real opportunities for staff to influence how to use these to best effect.

A series of 'sounding workshops' have been held in the three hospital sites and joint department visits by staff side representatives and managers to all Trust departments.

A summary of the questions asked and feedback given at the joint visits and the workshops can be accessed on Trustnet within the DBS project section or by contacting Sharon Kerr at ext 5261.

SITE ACQUISITION

The Trust's advert for expressions of interest resulted in 10 responses from landowners.

Planning and environmental consultants have been appointed to carry out a detailed evaluation on the site. Their report will recommend the most suitable site and by the end of July they will have prepared a submission to gain outlined planning permission.

Health Estates staff are reviewing available land at the Tyrone and Fermanagh Hospital site to identify the most suitable site for a new local hospital. This site will form part of the business case evaluation to decide on whether the new local hospital is new build or refurbishment of Tyrone County Hospital.

SERVICE PROFILES

The following information outlines the work undertaken so far to describe services for the future. This work is ongoing and it is hoped that by mid-April there will be an agreed defined model for Sperrin Lakeland Trust in terms of acute and community services for the future.

New Acute Hospital

Proposed service outline:

- **24-hour consultant-led A&E department** including nurse-led minor injuries unit, resuscitation suite, assessment and treatment cubicles, observation unit, as well as children's and young people's services.
- **Acute medical care unit** offering a 16-bed medical admissions and assessment unit, 20-bed acute coronary care ward, 16-bed gastroenterology and respiratory medicine ward and 38-bed general internal medicine ward.
- A small **palliative care** department would house 6 hospice beds.
- **Surgical unit** will include a 56 bed general surgical ward, 6 adult ENT ward, theatres and recovery suite and a full range of general surgical activity. Sub-specialist work would include breast cancer services, upper gastrointestinal surgery, extensive laparoscopic work, limited hepatobiliary surgery, endocrine surgery, limited vascular services and limited paediatric surgery and day-case ophthalmology and orthopaedics.
- **Ambulatory care centre** is designed to meet a wide spectrum of needs, including a day case facility, outpatient suite, diabetes care centre, allied healthcare facility (offering physiotherapy, occupational therapy, speech and language, dysphagia and dietetic services), oral surgery suite, education and training centre and telemedicine facility.
- Staff hope to set up a ground-floor **paediatric unit** with an outdoor play area in the women and child healthcare facility, which would also house a 40-bed maternity unit and 12-bed gynaecology unit.
- **Elderly care unit** would also operate independently with 75-bed inpatient facility, 30-bed stroke service and ambulatory care facility supported by step-down intermediate beds.

- The **mental health facility** will be physically linked to the main building of the hospital, but retain a separate identity and ethos. It is expected to be a two-storey unit with patient facilities on the ground-floor. On the upper floor will be team accommodation, offices and education rooms and secure accommodation with a monitored courtyard and leisure area. The unit would include an acute inpatient unit, rehabilitation unit and outpatient day care suite and mental health resources centre.
- **Critical care services** will include a 4-bed high dependency unit and 3-bed

intensive care unit

- The Trust hopes to have a new purpose-built **laboratory**, which would be clinical pathology accredited and networked with other laboratories in the Province.
- **Imaging services** will include an enhanced radiographer practice and server-based teleradiology to permit wide networking. It will offer X-ray and screening, mammography, ultrasound, DEXA osteoporosis services, video fluoroscopy, CT scanning, MRI scanning, nuclear medicine and interventional radiology.

Protected Elective Centre **Proposed service outline:**

To be part of the acute hospital site. Its purpose is to reduce waiting lists, with emphasis placed on the areas of general surgery, ENT, urology, orthopaedics, ophthalmology, general medicine, gastroenterology, gynaecology, dentistry and dermatology.

Provisionally envisaged as including an endoscopy suite, several theatres and in excess of 20 hospital beds.

Local Enhanced Hospital **Proposed service outline:**

- Not an acute hospital, though it is capable of managing 70% of current hospital activity.
- **Local Treatment Unit** to include a minor injuries unit, clinical decision department, mobile coronary care unit and an emergency ambulance base.
- **Ambulatory Care Centre** encompassing an outpatients department, day surgery/endoscopy unit, imaging centre, CT Scanner and range of diagnostics, mental health unit for acute assessment/treatment of community patients,

ambulatory paediatric unit, renal dialysis unit and Integrated Care Units (including diabetes centre, chest pain assessment and cardiac/pulmonary rehabilitation classes).

- **In-patient Centre** of 30-40 beds to be Consultant-led with a nurse/AHP's-delivered service. To comprise a day hospital with rehabilitation beds, step-down and convalescence facilities and a palliative care service.
- **Community Care and Treatment Centre** to include a healthy living centre, pharmacy and pharmaceutical advice, social services,

housing, primary care services, patient library, alternative therapies, as well as a shop and restaurant.

As plans progress, the Trust is committed to ensuring staff are kept informed and given the opportunity to be involved and contribute to this work. In the meantime we would welcome your ideas and thoughts on how we could improve communication within the Trust to ensure you are kept informed throughout the DBS project.

Please contact Sharon on extension 5261 if you have any suggestions to make. Further information can be obtained on Trustnet within the DBS project update section.

FREQUENTLY ASKED QUESTIONS

You will see outlined below a sample of frequently asked questions by members of staff. A complete list of questions/answers can be accessed on the DBS project update section on Trustnet.

What will be the impact for jobs/staff?

The Trust believes that all staff currently working in both hospitals will be required in the future. In addition it is expected that extra staff will be necessary. A major part of the project will be identifying the skills required and ensuring training is in place to equip staff with the necessary skills. A Human Resource Working Group has been established with representatives of staff side organisations involved. A statement confirming security of employment is being developed.

What type of services for emergencies will be provided in the local hospital?

A description of services envisaged in the local hospital was provided in the submission to the Department of Health on the enhanced local hospital model compiled jointly by the Western Health and Social Services Board and Sperrin Lakeland Trust. This work has been further refined and developed and will continue to be so through ongoing discussion with staff and with other professional bodies.

It is envisaged that the local

hospital will have a 24-hour minor injury unit and a clinical decision unit, staffed by middle grade doctors and specialist nurses, which will manage walk in emergencies. Blue light ambulance services will go to the nearest appropriate acute hospital. Specialist cardiac nurses will be based at the local hospital and will staff a mobile coronary care service.

WHSBB INFORMATION

Public/Staff Engagement

The WHSSB has set up a Public and Staff Engagement Subgroup which includes representatives from local Trusts, the LHSCGs and the WHSSC. The group linked closely with the various Implementation Groups involved in DBS to ensure that the messages and techniques used in public and staff engagement are consistent with the service and workforce redesign agenda being developed for the Western area. The group also linked closely with colleagues in the local Trusts, the LHSCGs and primary care sector to secure the effective engagement of staff.

Information Leaflet

An information leaflet – Improving Health and Social Services - has been developed by the Public and Staff Engagement group and distributed to householders and staff working in the Western Board area.

Strategic Context

The Western Board's strategic context 'Planning for Change' was discussed and adopted by the Trust Board at their meeting on 22 January 2004. The Western Board have forwarded the final document to the Department of Health at the end of January for their approval, which is expected at the end of March 2004. The Strategic Context will inform the Sperrin Lakeland model for future acute and community services.

A copy of any of the above documents can be accessed on the WHSSB's website at www.whssb.org (then click on Developing Better Services). The Strategic Context document can also be accessed on Sperrin Lakeland Trust's DBS Project update section on Trustnet.

FUTURE HEALTHCARE NETWORK

The Future Healthcare Network (FHN) is working to support organisations facing challenges to services that will deliver a 21st Century healthcare, by providing a learning organisation to share ideas and develop robust concepts to inform future investment.

The aim of FHN is to provide support to its members to help them understand and respond to the factors driving change, connect to leading

edge practice, share information and to develop services that are fit for the future, which take account of:

- New models of care – particularly the integration of primary and secondary care
- The changing workforce
- New thinking in building design
- Information, communications and other technologies
- Links to the social care agenda

VISIT FROM THE FUTURE HEALTHCARE NETWORK

The Trust is looking forward to a visit by Sylvia Wyatt and James Wyver from the Future Healthcare Network. Sylvia and James will be at the **medical library of the Tyrone County Hospital from 9.15 am to 10.15 am and at the Erne Hospital medical library from 11.00 am to 12.00 noon on Friday 26 March 2004.**

Staff are welcome to attend and the Trust would encourage them to do so to discuss any service re-design issues they may have.

Further information can be obtained from their website at www.fhn.org.uk.

CONCLUSION

We hope you have found this update useful. The project and its work are still in very early stages.

As plans progress, the Trust is committed to ensuring staff are kept informed and given the opportunity to be involved and contribute to this work. In the meantime any enquiries about the project should be directed to either Mary Maguire on extension 5820 or Sharon Kerr on extension 5261.

USEFUL CONTACTS

DEVELOPING BETTER SERVICES PROJECT TEAM

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DEVELOPING BETTER SERVICES LEAD PEOPLE

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Dr Clive Russell – Local Enhanced Hospital tel no 028 8283 3137 email crussell@slt.n-i.nhs.uk
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