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BROMLEY CIVIC CENTRE, STOCKWELL CLOSE, BROMLEY BRI 3UH

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DATE: 24 July 2018

To: Members of the
HEALTH SCRUTINY SUB-COMMITTEE

Councillor Mary Cooke (Chairman)
Councillor Robert Mcilveen (Vice-Chairman)
Councillors Gareth Allatt, Aisha Cuthbert, Ian Dunn, Judi Ellis, Robert Evans,
David Jefferys and Angela Page

Non-Voting Co-opted Members

Justine Godbeer, Bromley Experts by Experience
Rosalind Luff, Carers Forum
Lynn Sellwood, Bromley Safeguarding Adults Board and Voluntary Sector Strategic
Network
Tim Spilsbury, Healthwatch Bromley

A meeting of the Health Scrutiny Sub-Committee will be held at Bromley Civic Centre
on **MONDAY 30 JULY 2018 AT 4.00 PM**

MARK BOWEN
Director of Corporate Services

Copies of the documents referred to below can be obtained from
<http://cds.bromley.gov.uk/>

A G E N D A

- 1 **APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**
- 2 **DECLARATIONS OF INTEREST**
- 3 **VERBAL UPDATE: MANAGEMENT STRUCTURE OF PRUH AND OTHER BROMLEY SITES BY KING'S COLLEGE HOSPITAL NHS FOUNDATION TRUST**
- 4 **NOTICE FROM KING'S COLLEGE HOSPITAL NHS FOUNDATION TRUST OF PROPOSAL TO CLOSE FRAILTY BEDS AT ORPINGTON HOSPITAL (Pages 3 - 6)**
- 5 **LOCAL GOVERNMENT ACT 1972 AS AMENDED BY THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) (VARIATION) ORDER 2006, AND THE FREEDOM OF INFORMATION ACT 2000**

The Chairman to move that the Press and public be excluded during consideration of the items of business listed below as it is likely in view of the nature of the business to be transacted or the nature of the proceedings that if members of the Press and public were present there would be disclosure to them of exempt information.

**6 NOTICE FROM KING'S COLLEGE HOSPITAL
NHS FOUNDATION TRUST OF PROPOSAL TO
CLOSE FRAILTY BEDS AT ORPINGTON
HOSPITAL BACKGROUND INFORMATION**

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Information has now been moved into Part 1 of this agenda

6th July 2018

London Borough of Bromley
Stephen John
Director of Adult Social Care

Princess Royal University Hospital
Farnborough Common
Orpington
Kent
BR6 8ND
01689 863000

Sent via email
stephen.john@bromley.gov.uk

Dear Stephen,

Re: Reduction of frailty beds at Orpington Hospital – closure of Elizabeth ward

I am writing to inform you of the decision made by the PRUH and South Sites leadership team of King's College Hospital NHS Foundation Trust to close Elizabeth ward in August. This letter is to explain our decision, but also to assure you of our commitment to working with partners to deliver integrated frailty care in Bromley.

It may be helpful to remind you of the background. As part of Trust-wide capacity planning work in 2016, a decision was taken to open an integrated care unit for frail older people at Orpington Hospital. This unit (which you will know this as Elizabeth and Churchill wards, with a total 38 beds) opened in January 2017. The purpose of the service is to provide short term step down care to frail elderly Bromley patients transferred from the PRUH. We also wanted to provide short term step up care to bridge the gap between home and acute hospital so that patients did not need to be admitted. The unit has very much been about partners working together to improve patient care and experience.

Since we opened the wards the Trust has been placed into financial special measures by the regulator NHS Improvement due to our deficit position. We have been working closely with NHSI to address this and have therefore been reviewing all services. We have identified a number of issues which mean it is not viable to continue delivering the service in the same way. The service is not currently meeting its goals in terms of length of stay, patient case mix and multi-disciplinary staffing. The length of stay has been compounded due to shortage of discharge co-ordinators and social workers, patients waiting for residential placements, home packages of care and lack of available respite beds in the community setting. We have also had challenges with recruitment which has led to overspend on locum doctors; and we've had to use bank and agency nurses to run a seven day service. The ongoing high running costs mean we are struggling to further develop the service and we can't deliver essential savings.

Following this review and discussions with Bromley CCG we have taken the difficult decision to reduce the number of beds on the unit by closing Elizabeth ward (19 beds). We intend to phase the closure of the ward from August 2018. There will be no interruption to the service as Churchill ward will remain open, patients will be cared for here or at the PRUH and there is also no impact to any other Orpington Hospital based services. The staff consultation for those working on the ward was launched recently. Our preferred approach is for staff to move into vacancies elsewhere in the Trust. There are no intentions to place people at risk of redundancy.

It is important to recognise the positive feedback received from patients and their families at the unit and the progress that been made locally such as the introduction of 'discharge to assess care'. We will work with our partners to build on this and find different ways to care for our growing elderly population in Bromley, including consideration of improving care through community models. We want to encourage people to live as well and as independently as possible, avoiding unnecessary hospital admission.

We remain committed to providing high quality care and improving the frailty pathway for Bromley patients. We look forward to continuing our relationship with you as local partners.

If you have any immediate questions, please do not hesitate to contact me.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'M. Trainer', with a horizontal line above the letters.

Matthew Trainer
Managing Director, PRUH and South Sites



Education, Care and Health Services
Civic Centre, Stockwell Close, Bromley, BR1 3UH

Telephone: **020 8464 3333** Fax: Direct Line:
Internet: www.bromley.gov.uk
Email: stephen.john@bromley.gov.uk

Your Reference:

Our Reference:

Private & Confidential

Mr M Trainer
Managing Director, PRUH & South Sites
Princess Royal University Hospital
Farnborough Common
Orpington
Kent BR6 8ND

13 July 2018

Dear Matthew

Ref: Reduction of frailty beds at Orpington Hospital – closure of Elizabeth Ward

Thank you for your letter dated 6 July 2018 regarding the closure of Elizabeth Ward at Orpington Hospital, the contents of which are duly noted. I do, however, have some concerns, not least, surrounding the reasons for the closure of the ward.

Your letter comments on a shortage of social workers surrounding the service in addition to the shortage of discharge co-ordinators. It is my understanding that there was a FTE SCM in post for nearly two years and that following their departure the post was covered. This FTE had been modelled on the basis of all patients being transferred to Orpington with their discharge pathways completed. In practice this was not the case as the beds were frequently filled with considerably complex cases which generated more than the work of a single SCM. It is my view that had this been managed better there would have been a less detrimental impact on the SCM's workload.

I have concerns that the service wasn't well managed as per the original proposal including step up and day clinics. Regarding the step up to bridge the gap between home and acute hospital admissions not being utilised, how was it proposed to access the geriatrician led care for the frail and elderly other than via A&E? With the closure of Elizabeth Ward I need reassurance of the plans to ensure there is access to specialist care as well as sufficient beds.

Additionally, the bid contained funding for the SCM, however this has never been paid to the Local Authority. Is this funding still with Kings?

I am also apprehensive regarding forward costs; the savings that will be made from the closure of the ward, where will this funding be reinvested in community services? How will patients, previously cared for on Elizabeth ward, be safeguarded in the community without any additional resource coming from Adult Social Care?

What are the plans to manage the closure and ensure care is still provided to those who need it without going via A&E?

I look forward to hearing from you soon.

Yours sincerely

Stephen John
Director Adult Social Care
Education, Care and Health Services

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