



**Western Health
and Social Care Trust**

**Western Health and Social Care Trust
Consultation Findings and Recommendations
For the
Comprehensive Spending Review 2009/2011**

March 2009

1. Introduction

The Western Health and Social Care Trust (hereafter referred to as the Western Trust), is required by the Department Health Social Services Public Safety (DHSSPS), as part of the Comprehensive Spending Review Programme (CSR) 2008/11 to achieve recurring efficiency savings of £36m, which equates to 9% of the Western Trust's baseline funding, by 31 March 2011.

The Western Trust will secure additional recurring service development funding amounting to £36.2m over the CSR period. This new investment which is targeted at specific service areas will be used to support the reform and modernisation of existing services that are being delivered by the Western Trust.

This paper provides a summary of the Western Trust's CSR proposals for 2008 to 2011 which are now being put forward for the DHSSPS and the Minister's consideration. The Western Trust identified 48 proposals in October 2008 along with additional proposals in January 2009 and this paper summarises Trust Board's recommendations across all proposals following the completion of an equality screening and consultation process.

Since October 2008 the Western Trust has engaged with and listened carefully to the views and concerns of a wide spectrum of individuals and groups. The Trust appreciates the strength and depth of feeling which exists particularly around the provision of residential and day care services for older people. The powerful debate has challenged the Trust to consider how best it can deliver modern, safe and sustainable health and social care in line with the needs of the 290,000 living in the western area, and this is reflected in the final proposals being submitted to the Minister and the Department of Health for consideration.

2. Strategic Context

The Western Trust is committed to the delivery of a major reform and modernisation programme to ensure that resources available are used to maximise the efficiency of the service and to enhance its effectiveness for patients, clients and carers.

In many cases, the proposals outlined continue to build on a reform agenda that began in the previous legacy Trusts. The Western Trust's proposals to meet the challenging efficiency targets are viewed as an opportunity to continue the reform and modernisation of services and also to bring together an overall strategic approach to those changes.

There are a range of policies and strategies at Department, Commissioner and local level which provide the direction of the reform and modernisation programme as indicated below:

- Comprehensive Spending Review (2008/11)
- Developing Better Services (DHSSPS, 2002)
- A Healthier Future: A 20 Year Vision for Health and Well Being in Northern Ireland (DHSSPS, 2004)
- Caring for People Beyond Tomorrow – A Strategy Framework for the Development of Primary Health and Social Care for Individuals, Families and Communities in NI (DHSSPS, 2004)
- The Mental Health and Learning Disability Review (NI) – Bamford Report (2004)
- Investing for Health (2002) and the subsequent Health Promotion strategies such as physical activity, accident prevention and sexual health
- A Spoonful of Sugar (Audit Commission 2001)
- Western Trust Review of Emergency Care and Medicine (2008)
- Meeting the Needs of Older People Locally: A Strategy for Older People's Services - WHSSB, (2007/17)
- Moving Forward - Western Trust (2004)
- Risk and Governance Reviews of Acute Services in the legacy Sperrin Lakeland Trust
- Assessment of Services at Tyrone County Hospital (May 2007).

The following table (Table 1) summarises the efficiency savings targets for the CSR period (2008/11) that were confirmed by the DHSSPS on 14 October 2008 and a breakdown of the target amount to be achieved by each Directorate within the Western Trust.

Table 1 - Western Trust - Analysis of Efficiency Targets

	2008/09	2009/10	2010/11	Total
Target % per annum	2.5%	3.0%	3.5%	9.0%
	£ 000	£ 000	£ 000	£ 000
Target £ per annum	9,682	12,150	14,175	36,007
Directorate Targets				
Corporate RPA Savings	2,700	2,900	700	6,300
Procurement Savings (Regional)	232	900	975	2,107
Drug Savings (Regional)	450	450	460	1,360
Acute Services	2,947	3,010	2,747	8,704
Adult Mental Health & Disability Services	650	700	1,750	3,100
Primary Care & Older People Services	1,363	2,133	3,385	6,881
Women & Children's Services	1,340	1,820	1,269	4,429
Corporate Efficiencies		237	2,889	3,126
Total Efficiency Targets		12,150	14,175	36,007

3. Equality Screening and Consultation Process

In keeping with the Western Trust's obligations under Section 75 (NI Act 1998), all Western Trust proposals were screened using the Trust's agreed screening processes. Through this process the following areas have been addressed:

- Equality issues not already identified by previous consultations
- Actions to respond to identified needs of the equality groups
- Actions to address any potential adverse impacts
- Monitoring systems and processes
- Ongoing stakeholder engagement programme
- Identifying proposals recommended for a full EQIA.

The CSR proposals are wide ranging and will impact on the delivery of services across the Western Trust area in many and varied ways. The Western Trust has endeavoured to spread the impact of its proposals across each Directorate in a fair, reasonable and proportionate manner.

Following the screening process the Western Trust identified two proposals which required further assessment through a full EQIA. They were:

Primary Care and Older People's Services:

- Proposal ICR 2: The remodelling of existing residential care provision for Older People.
- Proposal PCC 4: The review and reform of day care provision for Older people.

The Western Trust carried out a 12 week consultation on the two aforementioned proposals between December 2008 to March 2009. A more detailed report on this consultation will be submitted as part of the Western Trust CSR proposals submission.

The proposals outlined under each Directorate represent the Western Trust's best statement, at this point in time, of how it intends to generate efficiency savings. Additional proposals will be developed in order to fully meet the total savings. Any new proposals will also be subject to the EQIA process. The Western Trust will undertake further screening, consultation and EQIAs where necessary.

As a result of the eight week screening process and twelve week consultation process the Trust is now putting forward the following proposals for DHSSPS and Ministerial approval.

4. Proposals

Acute Services

Ref	Proposal	Screening Consultation /	Recommendation
Surg. AS2	Review of theatre maintenance contracts.	Screened out	Proceed as proposed
Surg. AS3	Standardisation of theatre stock and review procurement procedure.	Screened out	Proceed as proposed
Surg. AS4	Agree single contract with one supplier for the provision of theatre equipment.	Screened out	Proceed as proposed (under review)
Surg/Med AS7	Rearrange staff shifts in Tyrone County Hospital to avoid unnecessary overlap.	Screened out	Proceed as proposed
Surg. AS8	Day Procedure Unit in Tyrone County. This proposal will put on-call in place from 6pm rather than 8pm.	Screened out	Proceed as proposed (achieved)

Surg. AS9	Redesign of surgical services at the Erne and Altnagelvin Hospitals. Implement a surgical assessment model for emergency admissions and enhance booking procedures for elective patients. Realignment of surgical beds by approximately 38 across the Erne and Altnagelvin hospital sites.	Screened out Detailed screening report completed	Proceed as proposed (work in progress)
Pharm. AS10	Implementation of one stop dispensing across all hospital sites within the Western Trust and the roll-out of patients using their own drugs.	Screened out	Proceed as proposed (work in progress)
Pharm. AS11*	Reduced expenditure of specified pharmaceuticals.	Screened out	Replaced by AS31
Med AS15	Redesign Dermatology at Altnagelvin Hospital to an Ambulatory Care Model. Patients who currently stay overnight (mainly from the Omagh and Fermanagh areas) will have treatment carried out at Out-Patient clinics in their own locality.	Screened out	Proceed as proposed (work in progress)
Med AS16	Implement recommendations from the Western Trust's Review of Emergency Care and Medicine.	Screened out Detailed screening report completed	Proceed as proposed

	Linked to proposal AS 17.		
Surg. AS17 (i, ii, iii)	Review of nursing skill mix in outpatients within Altnagelvin, Erne and Tyrone County Hospitals against best practice in the UK.	Screened out	Proceed as proposed (work in progress)
Surg. AS19	The Western Trust is currently working closely with CAWT to develop cross border services. This will provide additional income to contribute towards the Western Trust's overheads.	Screened out	Removed (alternatives in development)
Med. AS20	To provide Northern Ireland Ambulance Service frontline Emergency Thrombolysis Service to catchment population of the Western Trust.	Screened out	Proceed as proposed
Additional Proposals			
AS21	Discontinue contract with CiRiS, a Radiology Electronic Quality Information System.	Screened out	Proceed as proposed (work in progress)
AS22	Use of document scanning within Radiology in Altnagelvin.	Screened out	Proceed as proposed (work in progress)
AS23	Extend use of Radiography Assistant Practitioners in Altnagelvin.	Screened out	Proceed as proposed
AS24	Regional Implementation of Northern Ireland Picture Archive and Communication System (NIPACS)	Screened out	Proceed as proposed (work in progress)

	project.		
AS25	Reduce Bed Numbers in Ward 10 Altnagelvin Hospital as part of a move to a new location for the Ward.	Screened out	Proceed as proposed (work in progress)
AS26	Restructure clerical staff in Erne laboratories	Screened out	Proceed as proposed (work in progress)
AS27	Review provision of CT on call at Tyrone County Hospital	Screened out	Proceed as proposed (achieved)
AS28	Review Skill mix within Radiology Tyrone County Hospital	Screened out	Removed and now is part of RPA Phase II
AS29	Skill Mix within Audiology	Screened out	Proceed as proposed (work in progress)
AS30	Discontinue Radiography within Waterside Hospital	Screened out	Proceed as proposed (achieved)
AS31	Streamline pharmacy procurement and supply processes across the Trust to make best use of resources and technology 2009	Screened out	Proceed as proposed (Replaced AS11)

***Please note: AS11 in screening report as cited above was amended from “Streamlining Pharmacy procurement and supply processes across the Western Trust to make best use of resources and technology” to “Reduced expenditure of specified pharmaceuticals” and screened out appropriately.**

Adult Mental Health and Learning Disability

Ref	Proposal	Screening / Consultation	Recommendation
Adult MH1	Integrate acute Inpatient and Psychiatry Intensive Care Unit (PICU) provision, replace existing services at Gransha and Tyrone and Fermanagh sites with two smaller units and provide a range of hospital alternatives. This proposal will reduce Gransha acute/PICU beds from 56 to 25, Tyrone and Fermanagh sites from 56 to 22.	Screened out Detailed screening report completed	Proceed as part of the reform and modernisation of mental health services
Adult MH2	Review skill-mix within Mental Health Community Teams across Western Trust area.	Screened out Detailed screening report completed	Proceed as part of the reform and modernisation of mental health services
LD 3	Closure of Melvin adult ward within the assessment and treatment facility in Lakeview Hospital.	Screened out	Proceed as proposed (achieved)
LD 6	Review of skill mix across all day care facilities	Screened out Detailed screening report completed	Proceed as proposed
LD 8	Redesign and remodelling of staffing skill	Screened out	Proceed as proposed (achieved)

	mix within Spruce House at Altnagelvin.		
LD 9	Review skill mix within Learning Disability Community Teams across Western Trust area.	Screened out Detailed screening report completed	Proceed as proposed
LD11	Review vacancies within the Learning Disability Division and consider posts that will not be replaced.	Screened out	Proceed as proposed

***Please note: LD 6, LD 9 and LD 11 should be combined into one proposal and put forward as the reform and modernisation of Community Learning Disability Services. This reform is in line with the Review of 'Day Opportunities' and linked with the introduction of skill mix.**

Primary Care and Older Peoples Services

Ref	Proposal	Screening / Consultation	Recommendation
ICR1	Redesign of day hospital services for older people. Develop Community Rehabilitation Service to improve community based services. Assess current day hospital attendances at Altnagelvin, Tyrone County and Erne hospitals, and assess if patient and client care needs could be better met in the community.	Screened out Detailed screening report completed	Proceed as proposed
ICR2	Remodel existing residential care provision for older people. Resulting in an adjustment in the number of statutory residential home places provided.	Full EQIA	It is recommended that the four residential homes should continue to offer residential care to existing residents for as long as it meets their care needs. There will be no more permanent admissions to the following homes: Foyleville, Gortmore and Drumhaw. The Trust will still offer permanent admissions at Greenfield Residential Home and will work

			with housing providers to progress care and accommodation alternatives within this locality (see appendix 1 for full detail of recommendation).
ICR3	Reduction of long-term care placements within residential care and nursing care settings, through the development of improved community based services and support.	Screened out Detailed screening report completed	Proceed as proposed
PCC4	Remodel day care services for older people within both the statutory and independent sector.	Full EQIA	It is recommended that the Trust process to effect its proposal to merge the statutory day care provision in Omagh and in Strabane. This can be achieved without any reduction in service to current service users. The proposed reduction in day care provision in the outreach centres in years 2 and 3 should not proceed. This means that the same level of service will be available to older people in the

			<p>following areas: Gortin, Dromore, Beragh, Newtownstewart, Belcoo, Garrison, Newtownbutler and Irvinestown, within this CSR period.</p> <p>Regional access criteria have been agreed which apply to day care services. It is recommended that the Trust should use this criteria to ensure that older people are able to access day care services at a level to suit their care needs.</p>
PCC 5	Measures to be taken to reform and modernise domiciliary care provision which will generate increased capacity through greater efficiency and strike an appropriate balance in terms of a mixed economy of care. Linked to PCC4.	<p>Screened out</p> <p>Detailed screening report completed</p>	Proceed as proposed
PCC 6	Redesign of community nursing services with the introduction of appropriate skills mix. This will support the development of case management and the needs of	Screened out	Proceed as proposed

	palliative care patients within primary care settings.		
PCC 7	Redesign of Allied Health Professional (AHP) Services with the further introduction of skill mix to develop and support community based rehabilitation services and free up professional time.	Screened out	Proceed as proposed
PCC 8	Reform and modernise of Sperrin Ward at the Tyrone and Fermanagh Hospital in line with the Developing Better Services programme and realign to establish intensive intermediate care ward at Tyrone County Hospital.	Screened out Detailed screening report completed	Proceed as proposed
SC 9	Renegotiate with the North West Independent Clinic, for the realignment of the continuing care type provision to a nursing home type provision in line with the WHSSB commissioning strategy. This will require the beds to be registered as private nursing home beds.	Screened out	Proceed as proposed
SC 10	Reform and modernise wards 1 and 2 within the Waterside Hospital to establish an intensive intermediate rehabilitation care service.	Screened out Detailed screening report completed	Proceed as proposed
SC 11	Reform old age psychiatry in line with	Screened out	Proceed as proposed

	Developing Better Services model and establish 20 aged 65 and over challenging behaviour beds. This will include the development of emergency outreach services and additional provision of functionally mentally ill and elderly mentally ill nursing home beds in the private sector.	Detailed screening report completed	
SC 12	Reduce bed capacity in line with the Western Trust's review of Emergency Care Medicine Review within Altnagelvin and Erne Hospital sites.	Screened out Detailed screening report completed	Proceed as proposed

Women and Children's Services

Ref	Proposal	Screening / Consultation	Recommendation
FC 3 and 15	Review the number of children's homes within the Western Trust. These proposals are subject to investment in Family Support Services within the community.	Screened out Detailed screening report completed	Proceed as proposed

HC4	<p>Reconfiguration of Maternity beds at the Erne Hospital, development of maternal and foetal assessment units, identification of the community midwife as first point of contact and the introduction of midwifery led clinics and increasing home births.</p> <p>This proposal will reduce inpatient maternity beds from 25 to 15 within the Erne Hospital.</p>	Screened out	Proceed as proposed (work in progress as the proposal covers years 1-3)
HC5	Reduce paediatric inpatient beds from 22 to 16 in the Erne Hospital.	Screened out	Proceed as proposed (achieved as year 1 proposal)
HC6	Move to revised model of elective consultant outpatient sessions at the Tyrone County Hospital as a result of the Risk & Governance review in line with proposed DBS model of care.	Proposal implemented as part of modernisation plan	Proceed as proposed (achieved as year 1 proposal)
HC7	<p>Review skill mix in post natal ward and community midwifery following the introduction of maternity support workers. This would result in a 20 – 25% saving of midwives' time.</p> <p>This will incorporate a review of Gynaecological and Paediatric beds in</p>	Screened out	Proceed as proposed (dependent on bridging funding)

	Altnagelvin with a possible reduction of 5 beds.		
HC8/9	Skill mix review of health visiting, school nursing and community children's nursing. Move to level of provision for health visiting which reflects the Northern Ireland average.	Screened out	Proceed as proposed (dependent on bridging funding)
HC10	Review of skill mix of community dentistry support services	Screened out	Proceed as proposed (brought forward from year 3)
CMHD12	Review the Child and Adolescent Mental Health Service being provided to children from the independent sector.	Screened out	Proceed as proposed
CMHD13	Redesign of Psychology Services within Child and Adolescent Mental Health Services.	Screened out	Proceed as proposed
CMHD14	Review of services that are currently being provided by the independent sector within Family Support.	Screened out	Proceed as proposed
FS16	Review the use of children's homes accommodation with a view to securing income generation.	Screened out	Proceed as proposed
WC17	Review of home help/domiciliary care/family aides and other goods and	Screened out	Proceed as proposed

	services areas within the Directorate.		
HC18	Service improvements for Caesarean Section, Midwife led clinics and home births in line with NICE guidelines.	Screened out	Proceed as proposed (Under review)
HC21	Review of accommodation for community midwives and community children's services	Proposal implemented as part of modernisation Plan	Proceed as proposed (Under review)
HC22	Review of childhood immunisation.	Screened out	Not to proceed
HC23	Carry out a review of the workforce and skill mix vacancies within healthcare.	Screened out	Not to proceed