



Sussex Community
NHS Foundation Trust

Draft submission to West Sussex County Council - Health and Social Care Select Committee

Type additional author information here



*Excellent care at the
heart of the community*

Reader Box	
Description	Paper for submission to WSCC HASC select committee
Date published	Not for publication
Date due for review	05.09.18
Executive Lead	Richard Quirk, Medical Director
Author	Kirk Millis-Ward, Head of Communications and Engagement
Contact details	Kirk.millis-ward1@nhs.net
Primary audience	HASC officers, Chair and deputy chair
Secondary audience(s)	Following amendments, the full HASC select committee
Notes	

Table of Contents

Overview	3
What has happened since closure	3
Next steps	4

Overview

In late June this year Sussex Community NHS Foundation Trust (SCFT) took the proactive decision to temporarily close the Bailey Unit at Midhurst Community Hospital to new admissions.

This decision was communicated to patients, staff and stakeholders in a phased way to help mitigate the potential impact on patients and staff at the unit.

The announcement included a press release, news story on the SCFT website and a comprehensive stakeholder engagement plan designed to make sure patients and staff heard the news firsthand.

The Trust had worked hard to manage a challenging and changing situation at the Bailey Unit, but finally it had to recognise that the only viable option was to temporarily close the unit in a controlled way.

The safety of our patients, present and future, and the quality of the services we provide are absolutely paramount.

The decision to close the unit to new admissions was driven by emerging concerns about the quality of care that we were able to provide.

Staffing at the unit has been a longstanding challenge. Over time this led to the number of beds being reduced and created an over-reliance on temporary or agency staff.

In response, the Trust temporarily closed the unit 18 months ago and undertook an intensive recruitment campaign.

Unfortunately, despite concerted effort it was not been possible to safely staff the unit. To manage the risk this created the Trust had repeatedly reduced the number of beds available – from 17 to 8.

The combination of on-going staffing challenges and emerging quality concerns led to an increased risk to patient care, experience and safety.

The Trust continued active recruitment but it was clear that it was only a matter of time before the unit was faced with an unplanned closure. This was a particular risk should demand for those beds increase over the winter period as expected.

The decision was taken to temporarily close the unit in a planned way, in order to minimise the impact now or in the future on patients, staff and the wider healthcare system.

SCFT has continued to provide community nursing support, specialist nursing and talking therapies to people in the Midhurst area throughout this period.

Since the closure, SCFT has been in discussion with NHS Coastal West Sussex Clinical Commissioning Group and other stakeholders about the future of inpatient community beds in West Sussex.

What has happened since the closure?

Ensuring that the Trust and the wider system are prepared for the coming winter period remains a priority.

The Trust has been working hard to increase the capacity of its services in West Sussex, both inpatient and in the community.

A key part of this means making sure that the flow of patients into and out of our community hospitals is more efficient and that the Trust can make the best possible use of the beds that are available.

The Trust has worked hard to reduce the number of delayed transfers of care (DTOCs) in the West Area, which means that it is able to see more patients.

To help make sure the system is ready for the winter period, the Trust has opened 9 additional beds at Salvington Lodge Hospital in Worthing. It has also entered into an agreement with a local care provider based in Shoreham to support the system with up to 6 beds additional beds.

The Trust has also come to an arrangement with Pendean, a BUPA-run facility in Midhurst, to provide up to 3 beds where local provision is a priority.

To support this additional capacity, the Trust is also strengthening its Rural Nursing service, Responsive Services and enhancing its Night Sitting service to help patients to get home quicker and to avoid admissions to hospital where possible.

To deliver this SCFT has launched a new recruitment campaign with a particular focus on Responsive Services – teams of nurses, therapists and healthcare assistants that provide complex care in people's homes.

SCFT staff working at the Bailey Unit have been through a consultation process and redeployed to other roles in the Trust, with the exception of a very small number who have chosen to take on roles outside of our organisation.

Next steps

SCFT welcomes and has been an active participant in the ongoing discussions about the future of healthcare services in the Midhurst area, in particular, the provision of inpatient beds at the Bailey Unit.

SCFT will, of course, continue to provide community nursing support, specialist nursing in people's homes and talking therapies in the area.

As the local health care system prepares for winter, the Trust will continue to actively support the provision of inpatient beds elsewhere in West Sussex.

It is the Trust's strong belief that the Bailey Unit should remain closed to new admissions, until, through the discussions being led by commissioners, there is a consensus and decision about the future provision of those inpatient beds.

Working closely with our partner organisations, the Trust will continue to participate in the important discussions with clinical commissioners, colleagues in primary care, other health care providers and the local authority about the future provision at Midhurst Community Hospital.