



**Moving with the Times**

A public consultation on proposals to change some services currently provided at Montagu and Tickhill Road hospitals and provide more care closer to home.  
Monday 19 September 2011 to Monday 19 December 2011.

## Your views are important to us

NHS Doncaster is the local primary care trust responsible for organising, paying-for, and monitoring the health services that people living in the Doncaster area may need. Over the past 18 months we have been carrying out a major review of services provided at Montagu and Tickhill Road hospitals. We want to make sure that you are able to access safe and effective services now and in the future. Medical and clinical advances mean that we have to move with the times to make sure you continue to receive the best care possible in a sustainable and affordable way.

We know that Doncaster's hospitals are well respected and much loved with long and proud histories. Our proposals seek to enhance their close relationship with you and your community. We want to make improvements and bring hospital and community services much closer together.

The review has been carried out by the people who are on the front-line when it comes to looking after your health needs – family doctors, hospital consultants, nurses and other health professionals. Our plans have been endorsed by a national team of experts.

The purpose of this consultation document is to ask you what you think about our proposed changes, including the plan to create a new, purpose-built rehabilitation centre on the Montagu Hospital site. It describes the changes we think need to be made to services to secure the hospital's long-term future and ensure it continues to deliver quality services as it has for over 100 years. Please read the following pages and then let us have your thoughts by completing and returning the response form on page 11.

Public consultation runs from **Monday 19 September 2011 to Monday 19 December 2011 at 12 noon**. During that time we will be holding events and trying to meet as many local people as possible to explain our proposals. A full list of local events where you can come and find out more is listed on page 9. We have also included a glossary of some of the terms used in this document.

We now want to hear from you. Please let us have your thoughts.

## Thank you



**Roger Greenwood**  
Chairman  
NHS Doncaster



**Chris Stainforth**  
Chief Operating Officer  
NHS Doncaster



**Dr Lis Rodgers**  
Clinical Adviser  
NHS Doncaster

NHS Doncaster  
White Rose House  
Ten Pound Walk  
Doncaster  
South Yorkshire  
DN4 5DJ

## Care when and where you need it

Times are changing in the medical world. Just a few years ago patients had to visit a hospital for treatment for anything more complex than the routine care provided by their family doctor.

It's different now. Doctors and nurses agree that more care can now be provided outside hospital in community settings by specially trained staff, helped by hi-tech monitoring equipment often installed in a patient's home.

This means that the role of hospitals is constantly changing. Care that at one time was only available in a hospital setting is now routinely delivered in patients' homes or close to where they live. A good example of this is when a patient has an operation they are discharged home quicker and cared for by community nurses and social care workers

Patients have told us that they like being cared for at home, or near to home, by community nurses, social care staff and other health professionals. They are also keen to take advantage of new medical technology that can make life easier for them to keep in touch with health care staff whilst maintaining daily life.

The NHS landscape is changing faster than ever before. Hospitals don't need to be as big as they used to be because more services are being moved out into the community where they are easier for patients to access and fit around their daily commitments. This means we can still care for increasing numbers of patients with fewer hospital beds because we can now provide much more care closer to home. However, some patients will always require specialist hospital teams to be on hand to provide urgent care. These are patients suffering from conditions such as major breathing difficulties, serious chest infections, significant heart problems and stroke, whose health problems cannot be routinely managed in every hospital. They need specialist treatment that is available around the clock and only certain hospitals can provide that intensive level of care.

We want to provide the care you need, when you need it, in the most appropriate place.

Our aim is to provide services locally where possible and centrally where necessary. Guided by expert clinicians, this review has enabled us to look forward and determine where certain services should be provided so they are safe for you and can be available for a long time into the future.

Before any major changes to health services can take place the Government has set four 'tests' which must be satisfied. They are:

- They must have support from local family doctors.
- There must be good patient and public engagement.
- There has to be good clinical evidence to support the changes.
- Any changes must ensure current patient choice remains consistent in the future.

The proposals set out in this document meet all four tests. GPs have led the development of the proposed changes with support and advice from hospital colleagues. A national team of clinical experts has reviewed and supported the plans. The proposals are underpinned by strong clinical reasons for change whilst still providing patients with choice where appropriate.

A service change assurance team from NHS Yorkshire and the Humber and the National Clinical Advisory Team have both considered the plans and given their go ahead to proceed to public consultation. The National Clinical Advisory Team also made some recommendations which have been acted upon since their visit in May 2011





## Rehabilitation services

We propose to invest more money in community based services from the money we save by reducing the number of hospital beds we currently have. This will mean an expansion of local services, with more nurses and other health professionals providing care at home or closer to where you live.

### The plans include:

- Create a new rehabilitation centre, with annual running costs of £4.9 million, at Montagu Hospital by bringing together a wide range of skilled clinical staff on one site. Doncaster and Bassetlaw Hospitals NHS Foundation Trust (DBHFT) would build and equip a new rehabilitation unit at Montagu Hospital, including making an application to the Fred and Ann Green Legacy.
- The wards Ash, Elm and Rowan at Tickhill Road Hospital will close and the service will transfer to Montagu Hospital to be part of the new unit serving the whole Doncaster area.
- Maintaining the current investment of £2.8 million on 'acute' care which is currently spent at Montagu Hospital. In future these services will be based at Doncaster Royal Infirmary and other district general hospitals.
- £1.4 million will be invested in additional home support services, increasing community nurses, social care staff, other health care professionals and aids and adaptations including the latest tele-care equipment.
- £400k will be invested in what is known as 'intermediate' care and 'step down' services care for people who are on the road to recovery, but don't need a bed in a busy hospital ward full of very ill patients
- £300k will be invested in community stroke services
- £500k will be invested in other community services and palliative care.

### This investment will have a strong community based focus. It will:

- Reduce the amount of time that patients have to stay in hospital by providing faster

access to specialist inpatient and community based rehabilitation services that will help speed up their recovery.

- Result in improved health outcomes for patients, helping them to quickly get back in to everyday life.

### The investment will enable your local NHS to:

- Carry out more day surgery at Montagu Hospital. This will reduce the length of time that patients have to wait for an operation.
- Significantly increase the number and type of endoscopy procedures that Montagu Hospital carries out - from the current four half day sessions each week to eight, following upgrading of its facilities.
- Stop admitting to Montagu Hospital those patients who need an emergency medical admission by 'blue light' ambulance. The services currently provided for these patients would be relocated to Doncaster Royal Infirmary (DRI). Patients would in future be treated at DRI or at other district general hospitals near to where they live, such as Barnsley and Rotherham.

These proposals would see an overall reduction in the number of beds currently available at Tickhill Road and Montagu hospitals, but no loss of the services that are currently provided to patients. The way care is provided will be reorganised but overall capacity will be maintained.

We propose to stop providing rehabilitation care at Tickhill Road Hospital's Ash, Elm and Rowan wards and integrate that service into a new rehabilitation centre at Montagu Hospital. Alongside this we propose expanding our community based health and social care teams so we have more staff caring for more patients at home or near where they live.

We will maintain our existing investment in the services covered by this review. There will be no cuts to funding. What we propose to do is reduce what we currently invest in hospital care and increase what we currently invest in community care.

## Why we need to make these changes

- We want to provide better services for patients. People are living longer so we need to help them stay as fit as possible so they can enjoy a good quality of life.
- We don't want patients, in particular older people, to have to stay in hospital longer than is needed, because doing so results in a loss of daily skills and reduced independence.
- An assessment of patients who were having rehabilitation at Tickhill Road Hospital found that around a third of them would see their condition improve faster if they were cared for outside hospital, such as at home with support from local health and social care services.
- Rehabilitation services are currently provided at several sites in the Doncaster area. Centralising them at Montagu Hospital would maximise the benefit of having a large pool of skilled therapists who would be able to provide a seven day a week service. This would enable more patients to be cared for at a single location instead of therapists having to spend valuable time travelling between hospital sites to see patients
- The Royal College of Physicians states that patients with acute medical problems should be treated in a facility where there is a full range of medical and surgical specialties supported by intensive care facilities and a full range of diagnostic services. Typically, these are patients who are brought to hospital by 'blue light' ambulance with, for example, conditions such as major breathing difficulties, serious chest infections, significant cardiac problems and stroke. Currently Montagu Hospital does not provide these essential services to patients and it would not be feasible to do so in the future.
- Making sure the local NHS can continue to recruit and maintain a high quality workforce that complies with all clinical and workforce standards.
- These proposals will enable us to maximise the full potential of Montagu Hospital for the local people and for Doncaster as a whole.



## Developed by local NHS experts

The proposals have been developed by expert clinicians - including family doctors, hospital consultants, community nurses and social care colleagues – working together as members of special groups which have focussed on specific aspects of local healthcare.

The groups have examined examples of best practice care from across the country to help them work up their proposals.

Before this formal consultation started, we organised special meetings across Doncaster to share our proposals with staff and community representatives. Their comments have helped develop this consultation document.

Doncaster Council's Overview and Scrutiny Committee has been regularly kept updated on progress.

## What the changes would mean for patients – example 1

*Simon was from a family of miners and had a long-standing condition that meant breathing was difficult at the best of times – but it suddenly worsened with the onset of a chest infection. His GP arranged for an urgent admission to DRI. But Simon, a staunch supporter of Montagu Hospital, wanted to go there. After all, it would be easier for his wife and family to visit. Instead, he had to go to DRI. It was touch and go as to whether he needed to go into the Intensive Care Unit because his breathing was so laboured – instead a specialist 'outreach' nurse from ICU visited him in the medical ward monitoring him closely and agreeing his management with the respiratory physician and the anaesthetist. His family were able to visit using the free, inter-hospital shuttle bus.*





### What the changes would mean for patients – example 2

Tamir was only 47 when he had a stroke whilst minding his brother's stall at Doncaster market. He was taken to DRI and admitted to the stroke unit. He started to make a good recovery, but then had a set back. So his rehabilitation was clearly going to take longer than expected. He was transferred to Montagu Hospital's new rehabilitation centre. He was an inpatient for just over a week, and benefited from intensive, seven-days-a week rehabilitation whilst there. He went home, with the necessary home support services organised by the specialist rehabilitation team, but needed to come back to the outpatient rehabilitation service twice a week. He was discharged after three months.

### A hospital consultant's view

"I have worked as a consultant at Montagu Hospital for 25 years, during which time I have seen considerable changes in the management of many clinical conditions.

"The hospital has grown and developed to a

degree that would not have been considered by hospital staff at the beginning of the last century.

"It has become clear that acute emergency medicine will not be able to continue on the Hospital site when the senior clinicians retire in the near future. The Royal College of Physicians will not approve new jobs for consultants unless there is access to specialist investigation and intensive care beds 24 hours a day.

"This leads me to believe that developing a 'state of the art' rehabilitation centre on the Montagu Hospital site is the correct move for the future.

"It has always played an important role in rehabilitation and with new buildings and the changes in configuration of the service, it will continue to provide excellent care.

"The hospital has a strong future with continued expansion of day case surgery in four operating theatres. There have been improvements in the Outpatient Department with continued and possible further, expansion of clinics with visiting consultants.

*This will provide quick local access to assessment and treatment and ongoing care for patients with long-term conditions".*

### Dr David N Cooper

Consultant Physician, Montagu Hospital

### What local family doctors think

*"The new Doncaster Clinical Commissioning Group which, with NHS Doncaster, will be responsible for managing Doncaster's NHS budget, fully support the proposals to make changes at Montagu and Tickhill Road hospitals. We believe the proposed new rehabilitation centre at Montagu Hospital would offer major benefits to patients".*

### Dr Eric Kelly

Bentley family doctor and Chair of Doncaster Clinical Commissioning Group

*"I have been a family doctor in the Dearne Valley for the past 17 years and find that the services at Montagu Hospital are highly valued by the local population. These proposals give us an opportunity to maintain the majority of services currently at Montagu, secure high quality and sustainable services for more seriously ill patients, and develop a 'state of the art' rehabilitation centre on the site. Montagu will be developed with a strong secure future and the population of the Dearne Valley will still be able to get the majority of their outpatient and diagnostic services locally".*

### Dr Lis Rodgers

Barnburgh family doctor and clinical advisor to NHS Doncaster

### Have your say

*"I have been excited to see the development of proposals, following best practice from across the country, to ensure that appropriate care is available to patients in Doncaster when and where it is needed.*

*"This consultation includes all the background information you will need to have your say on the proposals to change some of the services on offer at Montagu Hospital and Tickhill Road Hospital as well as to expand community services for patients to provide more care*

*closer to where people live.*

*"There are many ways to get involved before the close of the consultation at 12 noon on Monday 19 December and whether you prefer to give your views via the feedback form enclosed, at one of the drop-in events to be held across Doncaster, online or over the phone, I encourage you to share your feedback".*

### Doncaster Council's Deputy Mayor, Councillor Patricia Schofield

Cabinet Member for Adult Services and Health and Chair of the Shadow Health & Well-Being Board

### What happens next?

This consultation will finish at 12 noon on Monday 19 December 2011 and after that we will summarise all the comments made, questions asked and answers given in a report. It will explain how we have taken your views into account and, together with recommendations, will be presented to the Board for members to discuss and make a decision on whether the proposals should be implemented. We will publicise the date of that Board meeting nearer the time. The outcome will be publicised in the local media and published on our website in the form of a public response report.



## Glossary of terms

**Acute** – urgent services usually provided for a short time

**Clinical** – to do with the medical treatment and observation of patients

**Clinical advances** – new methods and techniques of medical treatment

**Endoscopy** – telescopic investigation

**Fred and Ann Green legacy** - Fred Green, a well known figure born and brought up in Mexborough, died in September 1998 aged 96. He took over the family's pork butchers' business in the town in the 1930s. The business expanded and in 1958 was sold to Associated Dairies and Farms Stores, now known as ASDA. Fred Green was a Board Member of Associated Dairies until he retired. Fred left a joint legacy from himself and his wife Ann of £11.5m to Doncaster and Bassetlaw Hospitals NHS Foundation Trust. Whilst the Legacy can be used to benefit the residents of the Doncaster area, Fred and Ann's wishes were that priority should be given to the Montagu Hospital, Mexborough.

**Rehabilitation** – the process of returning to as near to the pre-admission state as is possible through physiotherapy and readjustments.

**Sustainable** – making sure services are safe. Up-to-date and affordable in to the future so that major change doesn't have to be done frequently

## You can make your views known in a number of ways:

### By freepost

Fill in the response form on the back page of this leaflet. Tear out the page and freepost to this address;

**FREEPOST RSRJ-RKSX-CBZH**  
**Moving with the Times consultation**  
NHS Doncaster  
Gresley House  
Ten Pound Walk  
Doncaster  
DN4 5HW

### Via NHS websites

Moving with the Times consultation is listed prominently on the home pages of the websites of NHS Doncaster ([www.doncaster.nhs.uk](http://www.doncaster.nhs.uk)), Doncaster and Bassetlaw Hospitals NHS Foundation Trust ([www.dbh.nhs.uk](http://www.dbh.nhs.uk)) and Rotherham, Doncaster and South Humber NHS Foundation Trust ([www.rdash.nhs.uk](http://www.rdash.nhs.uk)). Please fill in the response form online and return it to us.

### By e-mail

You can e-mail your reply to [clare.ainsley@doncasterpct.nhs.uk](mailto:clare.ainsley@doncasterpct.nhs.uk) or Diane on 01302 566165, email: [diane.goddard@doncasterpct.nhs.uk](mailto:diane.goddard@doncasterpct.nhs.uk). Please put Moving with the Times consultation in the subject line.

### By fax

You can fax your reply to 01302 566777. Please mark your fax Moving with the Times consultation.

### At public meetings

Drop in for a cup of coffee and find out more about our proposals on the following dates:

Tuesday 4 October 2011  
9.30am – 11.30am  
Mexborough Business Centre  
College Road  
Mexborough  
S64 9JP

Tuesday 11 October 2011  
10.30am -12.30pm  
Salvation Army  
Booth Avenue  
Doncaster  
DN4 5JN

Tuesday 8 November 2011  
4pm – 6pm  
Castle Park Rugby Club  
Armthorpe Road  
Doncaster  
DN2 5QB

Friday 18 November, 2011  
10am – 12 noon  
Hatfield Woodhouse Community Centre  
Cemetery Road  
Hatfield  
DN7 6LY

Tuesday 6th December, 2011  
7pm – 9pm  
Ivanhoe Centre  
Gardens Lane  
Conisbrough  
DN12 3JX

### We'll come to you

Invite us to any health or social care group/ organisation and a member of staff will come along and explain what we want to do – and why. To arrange a visit, please ring Clare Ainsley on 01302 566047 or Diane Goddard on 01302 566165.

### Contact us

If you have questions and are not able to attend the public open events, please phone Clare on 01302 566047, email: [clare.ainsley@doncasterpct.nhs.uk](mailto:clare.ainsley@doncasterpct.nhs.uk) or Diane on 01302 566165, email: [diane.goddard@doncasterpct.nhs.uk](mailto:diane.goddard@doncasterpct.nhs.uk)

### This document in other formats

If you require this document in another language or another format, such as large print or audio tape, please contact NHS Doncaster's Patient Advice and Liaison Service (PALS) on 01302 768550.

## Your views on our proposals

what do you think about:

- Our proposal to develop a state-of-the-art rehabilitation centre at Montagu Hospital and relocating some beds from Tickhill Road Hospital to Montagu Hospital?

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- Our proposal to expand community services for patients who do not need to be in hospital, providing more care closer to where people live?

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- Our proposal to enhance Montagu Hospital's role as a day surgery and endoscopic investigation centre?

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Please use this space to let us have any additional remarks you wish to make

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### About you:

Name (optional)

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Postcode

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Address (optional)

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E-mail (optional)

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### Are you (please tick)

- A patient
- Member of staff
- A carer or relative of a patient
- A member of the public
- Part of an organisation (please tell us which one)
- Other (please specify)

**Please put in an envelope and post to:**

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