



HALESWORTH HEALTH

2011-2012 - The First Year

Halesworth Health was set up as an informal network in 2011 by Cutlers Hill Surgery (CHS), Patrick Stead Hospital League of Friends (LoF), Halesworth Community Nursing Care Fund (HCNCF) and Community First Responders (CFR). In January 2012 it became an unincorporated association and is seeking to be registered as a charity.

Its purpose is to safeguard and develop community health and care services for people living in Halesworth and the surrounding villages.

The background

For some years prior to establishing Halesworth Health there had been intermittent discussion between health professionals, the NHS, Waveney District Council, Halesworth Town Council and the local community about how to protect and sustain health and care services in Halesworth.

In 2009 acting for the (then) NHS Great Yarmouth and Waveney primary care trust (PCT), management consultants Fynamore produced a list of possible options for the redevelopment of the PSH site and held a benefits appraisal workshop on primary and community healthcare facilities in Halesworth. The NHS took no action.

In 2010 the League of Friends of Patrick Stead Hospital, Cutlers Hill Surgery and Halesworth Community Nursing Care Fund participated in the Halesworth Town Council's consultation for a Town Plan for Halesworth. This led to the more structured engagement between them that resulted in Halesworth Health.

Getting started

Halesworth Health held its first working meeting in February 2011.

Members

Dr Annette Abbott GP and **Dr Rishi Nair GP** (CHS).

Dr Richard Kell GP and **Nikki Sawkins**, former District Nursing Sister, (HCNCF).

Karen Kerridge and **John Lewis**, (Chair and Secretary of LoF).

Debbie Wing, Halesworth First Responders and **Neil Johnson**, Community Paramedic(CFR).

Cllr David Fosdike was appointed by the Town Council to be the link with Halesworth Health

Jane Leighton, a local resident who has held senior broadcasting posts and chaired Waveney Primary Care Trust, agreed to act as Chair of Halesworth Health for the start-up phase.

Deborah Holmes, a local resident and retired solicitor with many years in local government, joined in December 2011.

All members of the group gave their time on a voluntary basis.

Key considerations

From the first meeting a key consideration was to keep and develop the primary and community healthcare, community hospital and social care services on one site.

- If Halesworth's network of services was put at risk, the quality of care would fall. It would disadvantage local communities and lead to even more pressure on acute health services and healthcare budgets during an unprecedented period of change and uncertainty.
- Patrick Stead Hospital, which provides Halesworth's community in-patient services, had not been mentioned in the NHS Great Yarmouth and Waveney plans for development. (Later during 2011 NHS Great Yarmouth and Waveney allocated its capital investment to higher priority areas. Halesworth was absent from its Estates Strategy.)
- The coalition Government's planned reforms to the NHS were so wide reaching, and were attracting such controversy, that it was difficult to predict anything with certainty. At these times, with temporary management structures in place in the NHS, planning is particularly difficult.
- However, there was a 'now or never' opportunity to develop the community hospital in conjunction with the Campus project (following the Middle School closure) to achieve integrated sport, education, social and health facilities on adjacent sites.

Despite the uncertainty around the NHS we decided to re-examine the options for development in Halesworth, select realistic goals, and produce an outline plan for 2012.

Our approach

Halesworth Health decided to promote ideas for a 'local solution' for Halesworth - 'working with the NHS, but not relying wholly on the NHS'. There were a number of factors that created confidence in Halesworth's ability to meet the challenge:

- Cutlers Hill Surgery's record of seeing a need, taking risks, and pioneering and funding services to overcome problems such as rural isolation. CHS either funded services directly or with help from local communities who support the Patrick Stead Hospital League of Friends and underpin the Halesworth Community Nursing Care Fund.
- Successful integration of primary care and community services at the surgery.
- Primary and community services working together with social care and community hospital colleagues, resulting in high quality care at and close to home.
- A well-established voluntary sector network: in addition to supporting the League of Friends and Halesworth Community Nursing Care Fund (both are Charities), local communities provide a wide range of support for NHS and social care services.

Getting Known

Halesworth Health concentrated on two areas of work in the first year: reviewing the options for development; and communicating the reasons why all components of Halesworth's primary and community healthcare services were essential to meet the needs of existing and future communities.

Funds

The League of Friends of Patrick Stead Hospital donated £10,000 to Halesworth Health. This was our only income. Members engaged Jenny Morris Bradshaw, a consultant with a Public Health background for 1.5 days a month to re-examine the options with members and work with them on an outline plan. We bought a project laptop computer, paid for the design, printing and distribution of 7,000 copies of the Halesworth Health leaflet and for the design and printing of four information boards for public events.

Action

We made sure, locally, regionally, and nationally that the people who needed to know recognised the quality of integrated care in Halesworth, the risks, and the efforts to safeguard and enhance it.

Halesworth Health

- Supported the Halesworth Town Council Plan, by revising the Health section, which was adopted by the Town Council in March 2011. Download an extract [What We have Now](#) [PDF]
- Issued the [Halesworth Health leaflet](#) [PDF] to 7,000 households and local shops in and around Halesworth - explaining our aims and inviting them to get in touch for more information. A briefing in the community newspaper asked residents with particular skills – legal, business, administrative, communications – to play an active role.
- Developed a joint website between all Halesworth Health partner organisations – www.halesworthhealth.org
- Invited local MPs to Cutlers Hill Surgery to learn about the effective and valued model of care provided by the primary and community health teams, and their colleagues in social care. Dr Therese Coffey (Suffolk Coastal) and Peter Aldous (Waveney) met the teams in April 2011.
- Strengthened links with HealthEast CIC (the Clinical Commissioning Group - the new body that will play a major part in commissioning and providing our services once the Health and Care Bill becomes Law). We talked in principle about the need for a 'local solution' for Halesworth. We also spoke to NHS Great Yarmouth and Waveney (now NHS Norfolk and Waveney); the newly established social enterprise East Coast Community Healthcare CIC (which provides community health services); and the Campus Group (planning education, sports, skills and wellbeing facilities on adjacent land).
- Explored the question of transferring the ownership of the Patrick Stead Hospital land to a community trust with the Secretary of State for Health, when he met representatives from the primary and community healthcare teams and Halesworth Health at Cutlers Hill Surgery in November 2011.
- Identified two options for development in the outline plan: a ground floor modern unit for inpatient services on the Patrick Stead/Cutlers Hill site or a new unit on the playing fields site, providing an extended range of services. The Information and Support Centre, planned by Halesworth Community Nursing Care Fund, will also be part any redevelopment.

Outcomes

- ✓ Local people responded enthusiastically to the leaflet and to Halesworth Health's aims.
- ✓ MPs praised the work of Patrick Stead Hospital and the Halesworth Community Nursing Care Fund in a Parliamentary debate on end-of-life care. Download the [Hansard End of Life Care PDF](#).
- ✓ The Health Secretary commended the work carried out at Cutlers Hill Surgery and followed up the request for asset transfer of NHS land by asking NHS Norfolk and Waveney for a Ministerial briefing on Halesworth.
- ✓ The Health Secretary wrote to say that the NHS Norfolk and Waveney (PCT) had advised that Patrick Stead Hospital "is not surplus to requirements and cannot be transferred to another ownership." His letter noted the common aspiration of all parties to develop local healthcare and said that NHS Norfolk and Waveney would work with HealthEast (the Clinical Commissioning Group), East Coast Community Healthcare, Suffolk County Council, Halesworth Health, and the Campus Group. The Health Secretary said that he would keep in touch with progress over the coming months.
- ✓ In January 2012, following the Health Secretary's response, the League of Friends of Patrick Stead Hospital agreed to fund the first phase of project development, providing £35,000.
- ✓ As a result Halesworth Health
 - ♦ Appointed Sustainable Community Partnerships to support the group in developing the business plan.
 - ♦ Agreed with Suffolk County Council that Halesworth Health could appoint the Campus Project Manager to the Halesworth Health project for up to one day a week, strengthening the links between the two projects.
 - ♦ Became an unincorporated association and applied to become a registered Charity.
 - ♦ Met East Coast Community Healthcare (ECCH) to identify common ground on integration between primary care and community services commissioned by the NHS, and ideas for new service provision, which they could undertake as a social enterprise. ECCH were keen to be involved as providers of community services in the developing plans in Halesworth
 - ♦ Met HealthEast (Clinical Commissioning Group) to confirm the steps towards a commissioning strategy for Halesworth, with NHS Norfolk and Waveney and Health East working in conjunction with Halesworth Health.

Next Steps

A Strategic Outline Case – the start of business planning – will go to the HealthEast and NHS Norfolk and Waveney Boards in May 2012 and will be posted on www.halesworthhealth.org

Key Facts

Partnership and integration between Halesworth's primary care and Community Health and Care Services achieve important health outcomes. The evidence that the Halesworth approach for teamwork and innovation is working:

- ✓ Low emergency admission rates – saving around £1million per year compared with the projected costs for the area
- ✓ Low use of Accident and Emergency Department at the James Paget Hospital
- ✓ Low outpatient referral rates as many problems are dealt with locally
- ✓ Quality and choice for terminally ill patients
 - ♦ Care at home (or residential home) and at Patrick Stead Hospital.
 - ♦ Halesworth has no nursing Home or Hospice but most people spend their last weeks of life where they want to be – most often at home or in Patrick Stead Hospital.
 - ♦ In Halesworth 90% die in the community - 50% at home and 40% at Patrick Stead Hospital. (Nationally only 40% of people die in their place of choice and only 20% of people die at home.)
 - ♦ Cutlers Hill Surgery is currently the only practice in Waveney aiming for the Gold Standard Framework's Going for Gold accreditation for palliative care.
- ✓ Pioneering services to overcome the problems of rural isolation and different boundaries
 - ♦ Cardiovascular monitoring at home.
 - ♦ Lower Urinary Tract service (LUTs) at Patrick Stead Hospital for men with bladder/prostate problems.
 - ♦ Liaison Nurse, funded by GPs to follow up patients discharged from a District General Hospital.
 - ♦ Specialist Cancer Nurse (starts 2012).

Key Information

Health Needs

- More than half of the 10,250 patients registered at Cutlers Hill Surgery live in the surrounding villages. Almost 3,000 patients registered at the surgery are more than sixty five years old.
- Within two decades more than 50% of the population in Halesworth and surrounding villages will be over 75 years old.
- The major challenge facing health and social care is the care of older people with long-term conditions –diabetes, dementia, chronic heart and lung disease. The number with more than two or three conditions is expected to rise by 60% in the next four years.

Rural Isolation and referral

- Halesworth's distance from the three nearest acute hospitals and other services such as hospice care, compounded by poor public transport links, is a continuing consideration in the development of local healthcare. It takes about an hour to reach a District General Hospital by car. By public transport the return journey takes the best part of a day.
- Referrals to a District General Hospital from Halesworth - James Paget Hospital 52.7%, Norwich & Norwich Hospital 37.1%, Ipswich Hospital 9.2%

Boundaries for admission to Patrick Stead Hospital

- South Waveney's catchment area has a population of at least 50,000 people. There are two other NHS community hospitals in South Waveney, in Beccles and Southwold. The charitable sector provides Nursing Home care at All Hallows (Healthcare Trust) at Bungay.
- If there were no restrictions on Norfolk and Suffolk NHS cross border care the Patrick Stead Hospital could treat some of the 30,000 patients registered with practices in south Norfolk and north and east Suffolk.

The range and provision of services

- Inpatient service plans include respite and nursing home care in addition to NHS commissioned community hospital beds. Long term commissioning of some NHS beds will underpin the development of a flexible and mixed use unit with funding from other sectors. Another proposal to be considered is an opportunity to provide 'very sheltered units'.
- East Coast Community Healthcare CIC is interested in providing services for other commissioners, as well as the NHS.
- Halesworth Health, with its GP partners at Cutlers Hill Surgery, will also look at the possibilities of an extended range of services that include more services for young people and greater use of technological advances such as telemedicine clinics and digital x-ray services.

Management of a new inpatient unit

- There has been no discussion so far about the management of a new unit.
- Halesworth Health as a charity, another charitable body, or the independent sector will be among the options to be discussed in 2012.
- Although a commissioning strategy for Halesworth is now back on the NHS agenda, the need remains to provide a local solution that does not necessarily depend on NHS estate ownership and management.

The Current Services

The current services are provided from one site in Halesworth of approximately 1.5 acres (the Cutlers Hill/Patrick Stead Hospital site). They comprise:

- Cutlers Hill Surgery (CHS): primary care services, with community teams based at the surgery.
- Cutlers Hill Pharmacy
- Community and Fast Response Paramedic service and Community First Responders. Without these the ambulance response time targets would not be met.
- Rayner Green Resource Centre (RGRC): day care services, primarily for elderly people with a wide range of health and social care needs. Three days a week are specifically for patients with dementia.
- Patrick Stead Community Hospital (PSH): including Outpatient Clinics; 12 (up to 14) inpatient beds; a Minor Injuries Unit; Physiotherapy, Occupational therapy, Psychotherapy; Podiatry; Phlebotomy and Voluntary/third sector services; Out of hours base.
- Halesworth Community Nursing Care Fund (HCNCF). This charity, funded by local people, provides additional nursing and other support at home for patients needing end-of-life care. HCNCF also supports families and carers. HCNCF plans to develop an Information and Support Centre on the Cutlers Hill/Patrick Stead Hospital site.

Patrick Stead Hospital

- The in-patient services are on the first-floor of a Victorian building and have been reduced to a maximum of 14 to ensure that patient safety meets new NHS standards.
- Occupancy is high but the fact that the beds are upstairs restricts opportunities to admit patients with dementia who wander and those who weight more than 127kg.
- The inpatient service – an essential component of care – is vulnerable in the medium term.

The 2010/2011 figures for sources of inpatient admissions to PSH are:

- Acutely from home [54%] e.g. for conditions such as urinary, chest infections and cellulitis where elderly patients have lost their mobility and independence and also for palliative patients, for both symptom control and terminal care.
- From all three District Hospitals [46%] e.g. patients who require step down care and who would not manage at home after acute illness such as stroke, or surgery, without further rehabilitation, and also patients requiring palliative care.
- For day case treatment – such as blood transfusion, infusions of bisphosphonates etc.)

The 2010 -2011 breakdown of reasons for inpatient admission to PSH (some overlap within categories) is:

- 52% medical,
- 31% rehabilitation/re-enablement
- 15% palliative care.
- Nearly 20% of admissions are patients of other GP practices.

A full description of services is on www.halesworthhealth.org ([What We Have Now PDF](#))

Key relationships for Halesworth Health – a note on the organisations

Halesworth Health Partners

Cutlers Hill Surgery, with the market town of Halesworth as its centre, covers 300 square miles– from Laxfield to Walberswick and Peasenhall to Ilkeshall St Andrew. Half of the 10,250 people registered at the practice live in the surrounding villages. Cutlers Hill is a recognised training and teaching practice for GP registrars and medical students.

The League of Friends of Patrick Stead is a volunteer-led registered charity. For more than fifty years it has worked to promote Patrick Stead Hospital, raise its profile, supplement its services, provide equipment and facilities and raise funds. Its efforts help Patrick Stead Community Hospital to provide excellent care for patients. It also supports the Rayner Green Centre. The League of Friends tries to engage the whole community in its work. The League agreed in January 2012 to donate £35,000 for the first phase of the Halesworth Health project.

Halesworth Community Nursing Care Fund was established in 1989 by local district nurses. This hugely popular and effective charity, funded by local people, provides extra care and equipment for people with a life limiting condition needing palliative care. Many patients choose to die at home, supported by additional care funded by the charity. Halesworth Community Nursing Care Fund also supports families and carers. It plans to develop an Information and Support Centre on the Cutlers Hill/Patrick Stead site.

Community First Responders are trained as volunteers who support the ambulance service with its response to 999 calls. Community First Responders are often first on the scene, and in a rural area they are a vital link in providing a fast response in an emergency.

External organisations

HealthEast CIC - the clinical commissioning organisation which will commission (organise and buy) all aspects of healthcare for the local population in Great Yarmouth and Waveney. HealthEast CIC is a non-profit making, community interest company (a social enterprise company) and will during 2012 progressively take over the duties currently carried out by NHS Great Yarmouth & Waveney primary care trust (now NHS Norfolk and Waveney – see below).

NHS Norfolk and Waveney – formerly NHS Norfolk and NHS Great Yarmouth and Waveney, the two primary care trusts covering Norfolk and Great Yarmouth and Waveney. Prior to their dissolution in 2013 the two primary care trusts will work as one and have a single Board. However they are still established as separate legal entities. PCT is the abbreviation usually used but for clarity this document uses the formal name of the respective trusts.

East Coast Community Healthcare CIC – the community health services formerly provided by the NHS Great Yarmouth and Waveney have been transferred to East Coast Community Healthcare CIC (ECCH). This social enterprise will continue to provide community health services for an initial period of three years to 2013. ECCH is not limited to NHS commissioned services. It is able to provide services commissioned by charitable and independent bodies.

The Campus Project – The Campus Group is a voluntary body aiming to register as a charity and a company limited by guarantee. Land belonging to Halesworth Playing Fields Association and Halesworth Middle School adjoins the site. Suffolk County Council has agreed in principle to transfer the middle school site, when the school closes in July 2012, to the Halesworth Campus Project. Plans include redevelopment for community sports and skills facilities. The resources for this would come from the sale of the land owned by the Playing Fields Association for housing. Halesworth residents have given their permission for this in a Referendum held on 21 January 2012.

Part of the Playing Fields Association land adjoins the Cutlers Hill Surgery site. The synergy between health and wellbeing facilities has led to co-operation between Halesworth Health and the Campus Group.

Other potential partners/stakeholders: St Elizabeth Hospice, Waveney District Council, Suffolk County Council, Norfolk and Waveney Mental Health NHS Foundation Trust, James Paget University Hospital NHS Foundation Trust, Norfolk and Norwich University Hospital NHS Foundation Trust and the independent/charitable sector.