



Bristol Health Services Plan

# **BRISTOL HEALTH SERVICES PLAN**

**UPDATE FOR JOINT HEALTH  
SCRUTINY COMMITTEE TO BE  
HELD ON 25 OCTOBER 2010**

# Bristol Health Services Plan

## 1. Introduction

This report, the latest in a series of six monthly updates, summarises the progress which has been made in relation to the delivery of acute and community facilities as part of the Bristol Health Services Plan (BHSP) programme as at October 2010. It also summarises the current position of a series of service reviews which are being undertaken as part of the local health community's Healthy Futures Programme (more details on this programme are given below).

## 2. Update on new facilities

The table below summarises the current position in relation to the development of new acute and community health care facilities as part of the BHSP programme.

Completed	<ul style="list-style-type: none"> <li>• Centralising NBT's A&amp;E services at Frenchay</li> <li>• Minor Injuries Unit at Southmead</li> <li>• Re-provision of services from Blackberry Hill</li> <li>• Re-provision of services from Keynsham Hospital</li> <li>• Centralisation of general paediatrics inpatients at Bristol Royal Children's Hospital</li> <li>• Catheterisation laboratories at Frenchay</li> <li>• New Portishead Primary Care Resource Centre</li> <li>• New Heart Institute building at the Bristol Royal Infirmary</li> <li>• New information management and technology centre at University Hospitals Bristol (enabling scheme for extension to the Bristol Royal Infirmary)</li> <li>• Centralised sexual health services at the Central Health Clinic</li> <li>• Yate West Gate Centre completed and opened.</li> <li>• Southmead : Pathology Sciences and Learning and Research centre completed and opened</li> </ul>
Construction started in 2010	<ul style="list-style-type: none"> <li>• New Southmead Hospital (including Southmead Community Hospital). Work on the Southmead PFI is progressing well. Construction of the new hospital will be complete in 2014.</li> <li>• South Bristol Community Hospital. Building work is on schedule and will be complete in early 2012 with the hospital due to open in spring 2012</li> <li>• Cossham Hospital redevelopment. Work started in May 2010 and will be completed in early 2012.</li> </ul>
Work ongoing during 2010	<ul style="list-style-type: none"> <li>• Full Business Case (FBC) being prepared for redevelopment of the Bristol Royal Infirmary - for</li> </ul>

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	<p>completion in 2014. The FBC is expected to be completed in early 2011.</p> <ul style="list-style-type: none"> <li>• Full Business Case being prepared for extension and conversion of the Bristol Royal Hospital for Children to allow centralisation of specialist hospital services for children in Bristol - for completion in 2014</li> <li>• Full Business Case being prepared for Clevedon Hospital redevelopment. Outline Business Case approved and site purchased. Full Business Case due for completion by spring 2011. New facility due to open in 2013.</li> <li>• Eastville Community Health Care Centre. The business case is currently subject to review to consider the impact of local and national policy developments that have arisen since the scheme was first conceived. The review is due to conclude by the end of 2010 and subject to this there will be further engagement with local people and patients about the plans for inner city &amp; east Bristol</li> <li>• Frenchay Community Hospital – further to the emerging themes paper previously presented to Overview and Scrutiny Committees in South Gloucestershire and Bristol and a stakeholder event held in June 2010 the project board has undertaken an options appraisal and the result of this will be presented to Scrutiny Committees during November.</li> <li>• Thornbury Hospital - Planning is ongoing involving stakeholders in Thornbury.</li> </ul>
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### 3. Bristol General Hospital

Proposals to close the Bristol General Hospital and to re-provide services at new South Bristol Community Hospital were agreed in 2004. The Bristol General Hospital (BGH) site has recently been marketed for sale by University Hospitals Bristol NHS Foundation Trust. This follows approval of a Development Brief by the Bristol City Council Development Control (Central) Committee on 22<sup>nd</sup> September 2010. A more detailed briefing is attached at Appendix 1

### 4. Healthy Futures Programme

The Bristol Health Services Plan (BHSP) was first established in 2004 to transform, modernise and improve health facilities and services throughout Bristol, North Somerset and South Gloucestershire (BNSSG). The Plan has provided a strong focus on the development of acute hospital and community based facilities across BNSSG.

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Individual Primary Care Trusts and NHS Trusts / Foundation Trusts in the Bristol, North Somerset and South Gloucestershire area are making progress with delivering their own plans for improving the quality and efficiency of hospital services, whilst at the same time developing out of hospital services to ensure that, wherever possible, patients can receive the care they need outside the setting of an acute hospital.

In support of the work of individual organisations, the Primary Care Trusts and provider trusts in Bristol, North Somerset and South Gloucestershire have been developing the Healthy Futures Programme to provide an important mechanism through which system wide service improvement initiatives are coordinated and delivered across BNSSG. By adopting this approach, our intention is to build on the progress made by working together through the Bristol Health Services Plan and to enable local NHS organisations to address the challenges of the new decade.

### **5. Service Reviews**

This section summarises the current position of a series of service reviews, which are being managed and coordinated as part of the Healthy Futures Programme.

#### **5.1. Breast Services Review**

The objective of the Breast Services Review was to deliver the best possible breast service for local patients. Through the review process there was extensive involvement of clinicians and patients from across Bristol, North Somerset and South Gloucestershire. As a result of the review a new service model for breast care services was developed which includes a hub at the new Southmead hospital, a satellite hub at Weston General Hospital and community spokes at Southmead Hospital, Weston General Hospital, Central Health Clinic and South Bristol Community Hospital. The conclusions of the Breast Services Review were supported by the Overview and Scrutiny Committees of all three local authorities in February and March 2010.

The full implementation of the new Breast service is linked to the opening of the new Southmead Hospital in 2014. However, options around an earlier partial implementation of the new service model will be examined. Planning for the implementation of the new service model and consideration of the options for early implementation are being taken forward through the Breast Implementation Group, with representation from clinicians and patients from across Bristol, North Somerset and South Gloucestershire. A first meeting of this group is being held on 14 October.

### **5.2. Head and Neck, Ear Nose and Throat and Oral and Maxillofacial Services Review**

A review of Head and Neck Services was initiated in December 2009. The review was originally focussed on head and neck cancer services provided to patients from Bristol, North Somerset, South Gloucestershire, B&NES, Wiltshire and Somerset at University Hospitals Bristol, North Bristol Trust and Royal United Hospital Bath. However based on feedback from clinicians and patients the scope was formally extended to include Ear, Nose and Throat and Oral and Maxillofacial services

The proposed clinical model is based on a hub, satellite and spoke configuration, with the centralisation of complex surgical care in a Bristol hub with other services where possible being provided closer to home. The satellites will provide some diagnostics and routine surgery and the spokes will provide rehabilitation services.

An Advisory Panel was convened in May 2010 with an expert independent chair. The Panel received presentations from clinicians and patients and heard proposals from North Bristol Trust (NBT) and University Hospitals Bristol Foundation Trust (UHB) to provide the Hub services. After due consideration the Panel recommended to the Project Board that UHB should be the preferred location for the provision of the Hub.

Since the Advisory Panel in May a process of Due Diligence has been underway which will test that UHB can successfully deliver the service model that has been agreed. The Advisory Panel is meeting again on 4 November to review the progress made and the submission from UHB and the Panel will then recommend to the Project Board whether to proceed with the development of the Hub at UHB.

Members of Scrutiny Committees have been kept up to date with the review's progress and developments via the regular Avon, Somerset and Wiltshire Cancer Services Network briefings, which have involved presentations from clinicians and patients involved in the review process. All Scrutiny Committees covered by the review also received a briefing at the beginning of the review informing them of the planned approach to the review and outlining the proposed clinical model. Primary Care Trusts will be consulting with Scrutiny Committees again once the Project Board has reached agreement on the recommendations coming out of the review and these have been considered by PCT Professional Executive Committees and Boards in January/ February 2011.

## 5.3. Pathology Services Review

The Pathology Services Review commenced in June 2010. The Review is examining the configuration of pathology services which are provided across Bristol and Weston by local trusts and the Health Protection Agency. In addition representatives from Bath and Gloucestershire are involved in the review to ensure that opportunities for creating a broader pathology network are explored.

The context for the Review is provided by the outcomes of the Carter Review into pathology services, published in 2008. This Review identified that pathology services could be improved through both the internal focus on quality, performance and efficiency and through the consolidation of services between organisations.

Clinical engagement in the review has been extensive, although there are contrasting opinions in some areas, often relating to the benefits that can be realised by locating pathology services together (laboratory adjacency) or locating them close to the point of care delivery (clinical adjacency). This work is ongoing with the aim of building consensus.

A Lay Representative Group has been established to coordinate lay involvement with the Review. There has been debate about the approach to lay involvement in the project. Chris Born, as the Chair of the Pathology Review Project Board, is committed to working through these issues with all key stakeholders. The Lay Representative Group is developing its terms of reference and assigning individuals to support specific work streams within the Review. A series of pathology site visits have been held for lay members to provide greater insight into the different facilities which exist locally.

The clinicians have identified three key enabling initiatives which they believe will underpin the success of any reconfiguration. These are the development of a single management structure for pathology services, the creation of an integrated IT system and the development of an effective pathology transport network to cover the area. Work is being undertaken to define the best approach to delivering each of these.

Over the next six months the review will aim to achieve consensus on an agreed clinical model and must establish the quality, performance and financial baselines against which any improvements in the service will be measured. It must also clearly demonstrate how the clinical model that is proposed will support the current, or agreed clinical models for other services (Breast, Head and Neck services etc). The Review will also need to examine the findings of the Histopathology Inquiry that is currently underway and demonstrate that recommendations made by this Inquiry are reflected in any planned changes to the configuration and management of local services.

## 6. Conclusions

The last six months has seen significant progress in the preparation for the next phase of the Bristol Health Services Plan. The progress on developing new facilities and the redesign of clinical services will lay the foundations for the successful delivery of health services in Bristol for the next decade, with an emphasis on improving both the quality and efficiency of hospital services and ensuring that, wherever possible, services are delivered outside acute hospitals in local communities.

**David Tappin**  
**Director of Strategic Development**  
**NHS Bristol**  
**October 2010**

## Appendix 1

### Update on Bristol General Hospital (BGH)

Joint Health Scrutiny Committee members will recall that proposals to close the Bristol General Hospital and re-provide services at a new South Bristol Community Hospital were discussed and agreed as part of the public consultation on the Bristol Health Services Plan in 2004/5

This update provides members with the latest developments on the marketing of the Bristol General site. Progress on the development of the South Bristol Community Hospital is covered elsewhere in this BHSP update.

The Bristol General Hospital (BGH) site has recently been marketed for sale by University Hospitals Bristol NHS Foundation Trust. This follows approval of a Development Brief by the Bristol City Council Development Control (Central) Committee on 22<sup>nd</sup> September 2010.

### Background

The sale of the site is a result of long-term plans for the Trust and for health services in Bristol, which were described in the Bristol Health Services Plan.

As part of these plans, core services from the Bristol General Hospital are due to re-locate to the new South Bristol Community Hospital in spring 2012. The BGH will no longer be required for healthcare purposes from this date and a process for its disposal has now begun.

In December 2009, the Trust held a public exhibition to which local community groups, residents and interested stakeholders were invited. Based on comments from this exhibition, a Forum held on 16<sup>th</sup> June 2010 and Council Officers, a revised Development Brief was presented to the Bristol City Council Development Control (Central) Committee on 22<sup>nd</sup> September 2010 and approved on that date. Further details about the building and plans for its use are to be found in the papers for that Committee meeting.

### Sale of the Site

The 142-page Development Brief for the BGH site can be viewed at the following web address:  
[http://dl.dropbox.com/u/2520072/16241\\_devbrief\\_sep2010\\_draft2.pdf](http://dl.dropbox.com/u/2520072/16241_devbrief_sep2010_draft2.pdf). This document will be developed further to guide potential developers.

Advertisements for the site were placed in the Estates Gazette and Property week in early October 2010. Banners have recently been placed on the building, advertising that it is for sale.





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The Trust now expects to receive enquiries and requests to visit the site. Plans have been agreed with BGH staff so that any viewings can be undertaken without disruption to clinical services.

It is expected that a list of bidders will be presented to the Trust in December 2010, with a preferred bidder to be identified in early 2011.