



## Fit for the Future Consultation



Cheltenham Borough Council  
18<sup>th</sup> November 2020



## What is Fit for the Future?

**Fit for the Future** is part of the One Gloucestershire vision focusing on the medium and long term future of specialist hospital services at Cheltenham General Hospital (CGH) and Gloucestershire Royal Hospital (GRH).

The aim is to provide **world class, leading edge, specialist hospital care** for patients comparable to the best in England.

We want to strike the right, but often difficult, balance between having **two world class 'centres of excellence'** at CGH and GRH and **providing local access to services**.

**Feedback from earlier Engagement...** Support to continue to develop a 'centres of excellence' approach, reflecting how some services are already concentrated in one place e.g. oncology (cancer care) in Cheltenham and children's services in Gloucester.



## The need for change

### Challenges

- You **don't always see the right specialist** e.g. senior doctor to meet needs 24/7
- Too many operations are being cancelled** that don't need to be
- We don't have the **staff to stretch across two hospital sites**.

### Opportunities

- With the medium to longer term strategy defined, we can make decisions on how to **make best use of resources** e.g. workforce recruitment and training, use of our estate, specialist high tech equipment etc.
- Joint working between specialist teams could be improved** e.g. how doctors, nurses, therapists, scientists and support functions are located work together.

### If we don't continue to develop our hospital services, we think:

- We **could fall behind other hospitals** i.e. lose services, funding or our training status for some specialities and fail to recruit or keep staff
- You would have to **travel further** for some specialist care (out of county)
- There would continue to be **disruption to planned care services** at times of high demand.



## Vision

### Centres of excellence vision for Gloucestershire

*A single, ground-breaking specialist hospital for Gloucestershire, operating out of two campuses, one in Cheltenham and one in Gloucester. All the specialist care and expertise you need will be right on hand: whether you are coming to us for planned surgery, or in an emergency.*

#### Cheltenham General Hospital (CGH)

Centre of Excellence for  
Planned Care and Cancer

#### Gloucestershire Royal Hospital (GRH)

Centre of Excellence for  
Emergency Care, Paediatrics and Obstetrics

**Our centres of excellence vision includes a greater separation between planned and emergency care...**



## What is a centre of excellence?

### Specialist services are brought together to ensure:

- Highly skilled clinical teams** are available round the clock to give patients the care they need
- Sophisticated equipment** is available and accessible to clinical teams and patients when required
- Clinical practice is enhanced through more **collaborative working**
- Quality and safety of care benefits** from best practice and a reduction in unwarranted variation
- Quicker assessment and decision-making** about patients treatment and onward care
- Improved patient experience** e.g. fewer cancellations



## Aims

### We want to:

- Improve health outcomes**
- Reduce waiting times** and ensure **fewer cancelled operations**
- Ensure **timely assessment and decision making** - you see the right hospital specialist to meet your needs
- Ensure there are **always safe staffing levels**, including senior doctors available 24/7
- Support **joint working between services** to reduce the number of visits you have to make to hospital
- Attract and keep the best staff** in Gloucestershire
- Create flagship **centres for research, training and learning**.





## What informed our vision & proposals... Fit for the Future Enabling people to lead healthier lives in Gloucestershire

NHS Long Term Plan	Kings Fund	Royal College of Surgeons of England	Royal College of Physicians
Transforming Urgent and Emergency Care Services in England,	NHS England & Improvement	Royal College of Emergency Medicine	NICE Guidance
South West Clinical Senate	Getting It Right First Time (GIRFT)	Royal College of Anaesthetists	Provision of Vascular Services
Feedback from staff & public engagement	Nuffield Trust	Provision of Interventional Radiology Services	Feedback from Citizens' Jury



## Options we are consulting on... Fit for the Future Enabling people to lead healthier lives in Gloucestershire

 Gloucestershire Royal Hospital Acute Medical Take Emergency General Surgery Trauma inpatient services Image Guided Interventional Surgery 'Hub' Vascular Surgery Planned Lower GI (colorectal) service	Or	 Cheltenham General Hospital Gastroenterology inpatient services Planned day case General Surgery Planned Orthopaedic inpatient services Image Guided Interventional Surgery 'Spoke' Planned Lower GI (colorectal) service
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## Who we are consulting Fit for the Future Enabling people to lead healthier lives in Gloucestershire

- Local patients and carers
- Members of the public
- Community and voluntary partners
- People in neighbouring areas who use services in Gloucestershire
- NHS and social care staff

### The public role

To make care even better, we need to **listen and understand** what you think about the proposals for change and how they might impact on you and your family. People can play their part by responding to the consultation.

The full consultation booklet sets out how people have been involved so far and how together we arrived at the options we are presenting in this consultation and how you can get involved.



## How to get involved? Fit for the Future Enabling people to lead healthier lives in Gloucestershire

We are undertaking a 'socially distanced' consultation:

- Supported by the *Consultation Institute*, which has provided independent assurance of the consultation process
- More virtual methods of consultation – such as online forums. We have a new online participation platform: **Get Involved in Gloucestershire** <https://getinvolved.glos.nhs.uk>
- Films
- Telephone interviews
- Staff Events
- Face-to-face\* Countywide Information Bus Tour
- Consultation materials, reviewed by Healthwatch Gloucestershire Readers Panel, distributed to local outlets e.g. full consultation booklet, summary consultation booklet, easy read booklet
- Online survey
- All of this available at [www.onegloucestershire.net/yoursay](http://www.onegloucestershire.net/yoursay) including other information such as planning documents



\* 3 of 10 sessions completed pre Lockdown 2, remaining 7 sessions to be rearranged post lockdown. All sessions designed to comply with social distancing and Infection Prevention & Control guidance.



## What happens next? Fit for the Future Enabling people to lead healthier lives in Gloucestershire

### Consultation LIVE to receiving feedback between 22 October and 17 December 2020

- All feedback read and collated into a 'Output of Consultation' Report
- 2<sup>nd</sup> Citizen's Jury held in January 2021 to consider feedback from this consultation and make recommendations to NHS boards
- Consultation review period – GHNSFT and NHS CCG carefully consider all the feedback at meetings in public in March 2021
- Final decision - CCG Governing Body in March 2021 - Live streamed on the internet.

