



Shaping a healthier future

What the proposals mean for Ealing residents

Between 2 July and 8 October 2012 we are consulting on plans to improve hospital and community NHS services in North West London. We want to hear the views of as many people as possible about the changes proposed. This document focuses on the implications of these proposals for Ealing residents.

A summary of our proposals

We look after nearly 320,000 (please see note below) people in Ealing and have high aims for the way they are cared for and the services they receive. Our staff are totally committed to this high-quality care but we need to have the right workforce, skills and surroundings to deliver this for patients.

Increasingly, a number of different factors in Ealing are making it very difficult for us to look after patients in this way. We are in the top 20% of most deprived Local Authorities in England. We have a growing and ageing population, with specialists being spread too thinly over too many hospital sites to provide high-quality round-the-clock care. Our out of hospital services are not operating as effectively as they should be, reflected by Ealing's relatively high numbers of emergency admissions and A&E usage compared to NW London and national averages. We are working from inadequate NHS facilities and we are working within an increasingly tight budget.

Our vision is to:

- **Bring care nearer to you** so that as much can be delivered as close to your home as possible - As part of our plans, within 3 years we will be spending between £9 million and £11 million more per year on primary and community care staff, estates and IT in Ealing
- **Centralise emergency hospital care** onto five specialist sites across NW London so that more expertise is available more of the time
- Incorporate all of this into **one co-ordinated system of care** so that all the organisations and facilities involved in caring for you can deliver high-quality care and an excellent experience, as much of the time as possible.

To achieve this we have proposed to:

- Deliver more services outside of hospitals, closer to people's homes
- Change some services at the following hospitals – Central Middlesex, Charing Cross, Chelsea and Westminster, Ealing, Hammersmith, Hillingdon, Northwick Park, St Mary's and West Middlesex.

While most patients will be treated where they are now, or closer to their homes and all nine NW London hospitals would have local hospital services including an urgent care centre and outpatients, the changes proposed would impact A&E, maternity and paediatric services in Ealing Hospital, as well as the hyper-acute stroke unit at Charing Cross and the Western Eye hospital.

Note: This comes from the Ealing Joint Strategic Needs Assessment and is based on forecast population figures for the borough of Ealing, supplied by the Office for National Statistics. The patient population figures shown under the map on page 2 reflect the number of patients registered with GPs in Ealing.

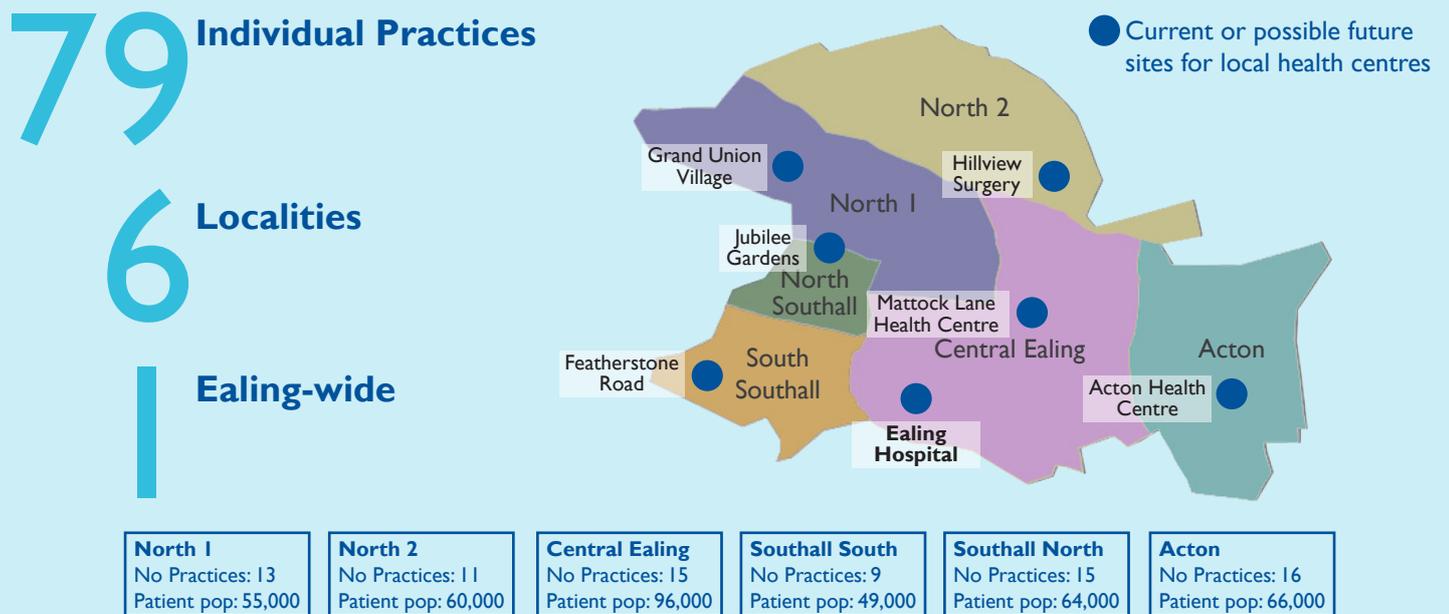


World-class healthcare outside of hospital

The objective of the NHS is to provide the right care at the right time and at the right place for the residents of Ealing. From April 2013, Ealing Clinical Commissioning Group (CCG) - the organisation being led by GPs to plan healthcare services - will be responsible for ensuring this happens.

How we plan to organise your care outside of hospital

Ealing GPs will work in six Health Networks ensuring care is clinically led and consistent across GP practices.



The vision of Ealing CCG

Ealing CCG's vision is to ensure that the health care system keeps patients well at home and, when patients do become unwell, provides cost-effective, evidence based and timely care at the right place appropriate to their needs. This will mean:

- Making sure that every care provider is keeping to high standards of care
- Joint working between GPs, community and social care, hospital and consultants, with early intervention and care in the right place at the right time
- Patients having easier access to consistently high quality primary care
- More consultant-led planned care will take place closer to home
- Patients with long-term conditions who need care from different services will receive better coordinated care
- Patients will be supported when they are discharged from hospital.

Our development plans

Development plans for Ealing's out-of-hospital services include:

- The new NHS 111 number: when you need medical help fast but it's not a 999 emergency - will be piloted in Ealing from April 2013
- Improving access to GPs: we will work with our GPs to improve access to GPs
- Integrated Rapid Response Service: to provide care in patients' homes and to support them on discharge from hospital – starts in July 2012
- Children's nursing service: we have developed a children's nursing service to provide care for children closer to and in a more convenient location for them and their families
- Palliative care service: we are working with the Marie Curie service to provide a rapid response team to assist and support those people who wish to die at home
- Psychiatric liaison: we are piloting this service at Ealing hospital to provide rapid response to patients who need this care.

Further details of the changes proposed for care outside of hospital can be found at www.healthiernorthwestlondon.nhs.uk

Hospital services

See annex A for a summary of the three options for consultation.

Under options A and B

Ealing hospital would be a **local hospital**. Most care that is currently delivered there would still be delivered locally - between 87% and 91% of activity would not change. It would be open 24 hours a day, seven days a week to see people with urgent health problems. Its staff will work with GPs and other community clinicians to deliver personalised healthcare. GP services, community services and social care will be based on the current hospital site, bringing services together around your needs.

The local hospital will also be part of the local community. This means local patients, patient groups, the voluntary sector, the local council including the health and well-being board, and local clinicians will be involved in developing and running it. It will offer services based on what is needed locally, so these might be different in each local hospital in NW London.

The local hospital will also act as a 'home' for local clinicians – a place for education and training, for continuing professional development, as a centre for research and for clinicians and other professionals to come together to review and improve patient care.

Ealing residents can expect the following range of local hospital services:

- **Quicker and more co-ordinated healthcare.** The local hospital will provide specialist care for people with long-term conditions. Patients and carers will be able to come together in self-care and support groups, either at the local hospital or closer to home. Some GP practices, community services and social services may be based in the local hospital, and will make sure care is co-ordinated for individual patients.
- **Access to specialist skills.** In some cases, patients may need specialist appointments. Many of these appointments will be available in local hospitals, including for people who are going to have, or have had, an operation. Some patients, for example, those with Parkinson's disease or children who need insulin for diabetes, need a lifetime of specialist care, much of which will be available at the local hospital. Also, some local hospitals will be able to provide treatments such as medical oncology, renal dialysis and simple surgery.
- **Tests.** Clinicians sometimes need tests so they can find out what is wrong with a patient or understand whether a treatment is working. Tests such as x-ray, ultrasound, endoscopy or MRI scans will be available in some local hospitals.
- **Bringing services together.** The local hospital will bring services together for patients. This could include assessments, transport to and from home and pain-management services. This will make it easier for patients to get to services and for clinicians to find out what is wrong with the patient and treat them.

- **Better nursing, therapy and rehabilitation services.** Local hospitals will offer better nursing, therapy, rehabilitation and community services such as physiotherapy, well-baby clinics, chiropody and wound clinics. This will include appointments with specialists. It might also include beds for patients who are at risk of deteriorating, and beds for patients who have been to a major hospital but who no longer need specialist care and can be cared for nearer to their home.

Urgent Care Centre at Ealing

The Ealing hospital already has an Urgent Care Centre (UCC) operating 24 hours a day and this will continue under all options.

UCCs are staffed by GPs and nurses and specialise in the treatment of patients with urgent illnesses and injuries and conditions that can be seen and treated without having to stay in hospital. Clinicians at UCCs are also skilled in stabilising patients who do need to be transferred to more specialist care.

Our clinical leaders are clear that the UCC in Ealing should see and treat patients within four hours, be led by primary care clinicians such as GPs, be linked with other services like the new '111' non-emergency NHS number and have access to tests and specialist clinicians.

The kinds of health problems all urgent care centres would be able to treat include:

- Illnesses and injuries not likely to need a stay in hospital;
- X-rays and other tests;
- Minor fractures (breaks);
- Stitching wounds;
- Draining abscesses that don't need a general anaesthetic; and
- Minor ear, nose, throat and eye infections.

Urgent care centres will see people and children of any age.

It is important to note that urgent care centres do not treat problems such as major burns, head injuries, strokes, sickle-cell crisis, severe shortness of breath, heart failure, overdoses and self-harm. All these problems can be a sign of serious conditions that may need to be treated in a major hospital.

Under option C

Ealing hospital would become a **major hospital**, providing a full range of high-quality clinical services for patients with urgent or complicated needs (or both). It would have investment to equip and staff an A&E department (open 24 hours a day, seven days a week) with urgent surgery and medicine and a 'level 3' intensive care unit. It would also provide consultant-led maternity services and radiology services. It could also have complicated surgery and inpatient paediatrics (children), a heart attack centre and a major trauma centre.

Under this option, Ealing Hospital NHS Trust would also provide local hospital services, including an urgent care centre and outpatients.

To help you to understand what these changes mean for you and your journey to hospital, please visit our website, www.healthiernorthwestlondon.nhs.uk/infographic or call 0800 881 5209 for more information.



Next steps

We recognise the proposals we have outlined for acute and out of hospital care represent a substantial shift from how we deliver health care today. This will require commitment from all service providers to work together to ensure its success. We need to continue to respond to the challenges we face and deliver the best sustainable health care for the residents of Ealing. We have a clear timeline for delivery, which needs to start now.

We would like to hear more from Ealing residents on our consultation proposals

The public consultation will be running until 8 October 2012 and during this time we are encouraging as many people to give us their views.

Come to a consultation event

We will be running a series of consultation events across NW London. These events are your chance to learn more, speak to the programme's clinical leaders and let us know what you think. To find out about the events near you please visit www.healthiernorthwestlondon.nhs.uk or contact us using the details below.

Visit us online at www.healthiernorthwestlondon.nhs.uk

On our website you can:

- read about our proposals in full
- download the Consultation Document
- fill in the consultation response form
- understand how the changes might affect you

Get in touch

If you would like a printed copy of the full consultation document and response form or if you would like to get in touch with the Shaping a healthier future team please:

- Call 0800 881 5209
- Email consultation@nw.london.nhs.uk
- Write to FREEPOST SHAPING A HEALTHIER FUTURE CONSULTATION (this must be written in capitals and on one line. You will not need a stamp)

We look forward to hearing from you.

ANNEX A: Summary of options for hospital services

Option A (preferred option)

This option has Chelsea and Westminster Hospital, Hillingdon Hospital, Northwick Park Hospital, St Mary's Hospital and West Middlesex Hospital as major hospitals. It has Central Middlesex Hospital as a local and elective hospital and Hammersmith Hospital as a specialist hospital. Ealing Hospital and Charing Cross Hospital are proposed as local hospitals.

Option B

This option has Charing Cross Hospital, Hillingdon Hospital, Northwick Park Hospital, St Mary's Hospital and West Middlesex Hospital as major hospitals. It has Central Middlesex Hospital as a local and elective hospital, and Hammersmith Hospital as a specialist hospital. Ealing Hospital and Chelsea and Westminster Hospital would be local hospitals.

Option C

This option has Chelsea and Westminster Hospital, Ealing Hospital (with the stroke unit at West Middlesex Hospital moved to Ealing Hospital), Hillingdon Hospital, Northwick Park Hospital and St Mary's Hospital as the major hospitals. It has Central Middlesex Hospital and West Middlesex Hospital as a local and elective hospital and Hammersmith Hospital as a specialist hospital. Charing Cross Hospital is proposed as a local hospital.

