

STAFFORD BOROUGH LOCAL DEVELOPMENT FRAMEWORK

MEETING BETWEEN STAFFORDSHIRE GENERAL HOSPITAL & STAFFORD BOROUGH COUNCIL

DATE OF MEETING - 5 OCTOBER 2007

Officers in Attendance:-

Helen Perren - Staffordshire General Hospital
Alex Yendole - Stafford Borough Council, Principal Planning Officer

Introduction

- Martin Yates is the Chief Executive of Staffordshire General Hospital and reports to the Board which is made up of Executive Directors who are paid employees and non-Executive Directors who are equivalent to Borough Councillors and have an allowance. The Executive Director for Operational Management is ***** , the Executive Director for Finance is John ***** , and Helen Moss is the Executive Director for Nursing. Karen Morrey is the Director of Service Development. Helen Perren works for Karen Morrey and Martin Yates with the role of Marketing and Business Development Co-ordinator.

Details

- Staffordshire General Hospital is currently applying for Foundation Trust status. For the last 3 years the Government has been channelling National Health Service (NHS) Trusts and hospitals through the Foundation Trust initiative in order to achieve more independent hospitals. With Foundation Trust status hospitals are able to approach banks and other financial institutions to borrow money and invest in the future to deliver services. Previously it was not possible for NHS Trusts to gain revenue in this way. As a Foundation Trust Staffordshire General Hospital will be governed through the MONITOR organisation rather than the Strategic Health Authority. The Government is aiming to rationalise the number of hospitals and NHS Trusts so there are fewer Foundation Trusts being established, through a competitive and application process compared to the previous number of NHS Trusts.
- It is very important for the hospital to become an independent Foundation Trust and good progress is being made through the application process to become a Foundation Trust. Recently the St George's Mental Health Trust was established and was one of the first in the country. Other nearby hospitals applying for Foundation Trust status include North Staffordshire, Wolverhampton and Burton. Good Hope Hospital in Birmingham has already merged with Heartlands hospital because it was unable to meet the criteria for becoming a Foundation Trust. Staffordshire General Hospital has a focus on business delivery and making services available for General Practitioners (GPs).

- The Staffordshire General Hospital spends more than £100M per year on delivering its services and facilities. The majority of the services and funding comes from the South Staffordshire Primary Care Trust but some services are delivered to other Primary Care Trusts who provide additional finance. GP's generally pay into a consortium and the Primary Care Trust provides the money for GP's and their staff to operate equivalent to £20M per year. GP's commission services from the hospital because it is not possible for most practices to deliver the specialist facilities available. Local GP's provide primary care cover to patients and are the first link to the community. Staffordshire General Hospital is currently restructuring its services and facilities, facilitated by new technology and the fact that people are generally spending less time during hospital stays. The main objective is to keep people in hospital for a short a time as possible. Improving health care provision in the home is a more efficient use of resources so, for example, chemotherapy treatment can take place away from the hospital. However the hospital does have a vital role for developing and delivering diagnosis and treatments for patients when necessary.
- Staffordshire General Hospital has outsourced some of its facilities to other buildings away from the main hospital site, for example a new call centre is moving off site in order to re-use space for clinical development. North Staffordshire hospital also needs to develop space and therefore some capacity at Stafford has been made available for renal dialysis treatment. Staffordshire General Hospital wishes to develop the Accident and Emergency Department as well as the triage area. Furthermore existing wards are going to be regenerated rather than construct new buildings. A building is being rented at Beaconside Business Park near to the hospital in order to store the medical records and free up additional space within the existing building.
- More patient screening is now taking place at hospitals and therefore the use of existing buildings is still required. There are some dialysis and ultra sound scans provided at GP practices as well as diabetic consultants working out in the community. Within the hospital some nurses are managing and having more contact with patients which is freeing up doctors to other duties. The hospital wishes to be a one stop shop facility for medical programmes, screening facilities and triple assessments. Although day surgery units existing in the United States of America it is unlikely that this medical structure will be repeated in the United Kingdom because of the NHS organisation. Day surgery units exist at hospitals and although limited surgery and local anaesthetic operations can take place at one stop shops, such as at Gnosall, this is unlikely to be widespread in the future.
- Staffordshire General Hospital has two sites at Stafford and at Cannock which deals with secondary care and treatment. It is important to keep these sites separate in order to reduce the possibility of MSRA cross infections. A catchment area map for the hospital will be sent AY by HP. The catchment area extends north to Stone, Gnosall and Newport in the west, south to Penkridge and Cannock including Burntwood and Rugeley. GP practices in Uttoxeter and Lichfield with some in Tamworth also send referrals to Staffordshire Hospital. Competitor hospitals include Burton Hospital, Good Hope and the hospitals in Lichfield and Tamworth. The largest number of referrals come from the GP practice in Rugeley.

- There will be an impact on elderly care services, obesity and heart disease with an increase in the Borough's population. A younger population will have maternity requirements. Staffordshire General Hospital delivers 2½ thousand births per year although the centre has capacity for 3,000 per year. The Primary Care Trust can provide information regarding the number of referrals from GP practices to the hospital. AY to seek agreement to provide Staffordshire County Council demographic data for the hospital. Staffordshire General Hospital uses Dr Fosters as a data tool for referrals identifying totals as well as proportionate split from the various GP's to hospital wards.
- Stafford Borough's GPs are generally grouped into practices of more than one doctor but this is not always the case in the Cannock area. However the range of facilities provided by GPs varies considerably across the Borough. For example in Eccleshall the GP works out of a converted pub as a traditional family practice whilst Dr Ian Greaves at Gnosall has a new purpose built one stop shop which provides specialist services and hospital consultant facilities. Dr Greaves is also in discussions with the GP practices in Stone practices in order to increase their specialist capacities. The company Assura provided the Gnosall facility and is now looking at other opportunities in the area. A one stop shop is a multi service provider but it is unrealistic for every GP practice to be housed in such facilities due to constraints.
- A post-graduate training facility to house new doctors is being developed at Staffordshire General Hospital. However there are no new building plans for the existing site. Although the hospital wishes to build a multi storey car park to relieve traffic and parking problems there is no financial capital to deliver this scheme at the moment. Other buildings currently used on the site are Katherine House, Weston House and the Crèche which are all relatively stable in terms of service delivery. There is a covenant on the field at the front of the hospital which prevents any new building taking place. Office accommodation could be used where car parking space is currently being provided but generally there are physical constraints in terms of coping with new buildings. Therefore for the next 5 years there are no plans for new buildings on the hospital site but this may need to be reassessed following achievement of Foundation Trust status. Capital Development is dealt with by Sarah Hart who works Monday to Thursday. HP will discuss with Sarah Hart regarding any future meeting that might be necessary.
- Generally the objective of the Government is to provide more services and facilities through the Primary Care sector rather than through secondary care provision delivered at the hospital with the aim of reducing waiting times. This has generally been achieved and facilitated by changes in new technology which has coped with population increases although this needs to be considered on an ongoing basis.
- 500,000 people are served by Staffordshire General Hospital's catchment area with 100 consultants in Stafford, which has been relatively stable over the last 10 years with 2 to 3 posts net per year. There is also a change in role between doctors and nurses in terms of delivery.

- Cannock Hospital's services and facilities are being moved to the top two floors in order to develop the ground floor as a one stop shop GP service. Stafford Hospital has an out of hours practice rather than a one stop shop GP practice. Cannock has a different approach because of its location to the town centre. An Integrated Business Plan has been prepared by Staffordshire General Hospital and HP will provide relevant chapters to AY. However the Primary Care Trusts and Directors of Public Health can identify key issues in the Stafford Borough area and its community to be addressed more effectively than the hospital which is a secondary care facility.
- Date of Next Meeting - To be confirmed by Helen Perren

Note prepared by Alex Yendole

Date last revised: 08/01/2009

Forward Planning Section, Stafford Borough Council