Major Service Change

A report on NHS Highland’s Consultation on the proposed modernisation of community and hospital services in Badenoch and Strathspey

Summary Report - October 2014
Summary report

Background

NHS Boards are required to work with people\(^1\) when they are considering making changes to a service. The guidance, 'Informing, Engaging and Consulting People in Developing Health and Community Care Services'\(^2\), outlines the process NHS Boards should follow to involve people in decisions about local services.

When the Scottish Government considers a service change to be ‘major’ the Scottish Health Council has a quality assurance role and reviews the process. This report shares our findings on how NHS Highland involved people in the proposed modernisation of community and hospital services in Badenoch and Strathspey. It also identifies good practice and suggests learning points for the future.

This report will be considered by NHS Highland when the Board reaches a decision on its proposals for change. It will subsequently be submitted by NHS Highland to the Scottish Government along with the Board’s proposals which require to be approved by the Cabinet Secretary for Health and Wellbeing.

Proposal

Badenoch and Strathspey has a population of approximately 14,000 with the main centres being Aviemore, Grantown-on-Spey, Kingussie, Newtonmore and Nethy Bridge, pictured below.

---

\(^1\) “people” refers to health service users, patients, staff, members of the public, carers, volunteers and voluntary organisations

\(^2\) www.sehd.scot.nhs.uk/mels/CEL2010_04.pdf
NHS Highland’s review of hospital and community services in Badenoch and Strathspey began in 2012. During 2013, a steering group, with a range of representatives, helped to develop proposals for future services in the area. In January 2014 the group identified a preferred option for consultation.

Consultation

The preferred option includes proposals to close both Ian Charles Community Hospital in Grantown-on-Spey and St Vincent’s Community Hospital in Kingussie and replace them with a single hospital, based in Aviemore. The preferred option also includes:

- improved access to community-based services
- relocation of Aviemore Health Centre and The Glen Day Centre in Aviemore onto the new hospital/hub, and
- relocation of some community-based staff into the new hospital/hub.

A three month public consultation took place between 21st April and 21st July 2014. NHS Highland used a range of methods to provide local people with opportunities to give their views and ask questions about the proposed changes. In total, they received 176 responses to their survey and approximately 30 letters or emails from individuals during the consultation. Around 500 members of the public, patients, carers and staff took part in the consultation.

The main issues raised by people through the consultation included the following.

- Feedback, particularly from the Grantown-on-Spey area, indicated some resistance to the proposed withdrawal of services from their community.
- Concern was raised about transport arrangements from villages across the area to the proposed new hospital in Aviemore.
- A number of responses from people in Grantown-on-Spey supported the proposed hospital in Aviemore but also keeping Ian Charles Community Hospital in Grantown-on-Spey or keeping a few beds in the area.
- Several people questioned if the plans were ‘future proof’, and if the bed numbers will accommodate future population need.
- A proportion of responses requested more information on services that are likely to be available at the proposed hospital including X-ray and consultant outpatient clinics.
- There was a general feeling that the consultation focused on the proposed hospital, but some further detail was needed on how community and care at home services will be delivered and funded

Findings

Based on our review and feedback from local people, we are satisfied that NHS Highland has followed the Scottish Government’s guidance on involving local people in the consultation about the ‘Proposed modernisation of community and hospital services in Badenoch and Strathspey’.
Overall, feedback received indicated that the majority of people had understood the reasons for change, how the proposals had been developed, and felt listened to and that there had been sufficient opportunity to take part in the consultation.

**Areas of good practice identified by the Scottish Health Council**

- Early meetings and discussion with communities, groups and the public developed an understanding within the community on the need for change.
- The mail drop of the summary consultation paper to every household and local business allowed a wide exposure of the proposals and consultation process, and methods for participating.
- Ongoing review of the approach taken during the process, and in particular the midway review, allowed for a responsive and proactive approach during the consultation.
- Responding to requests for meetings or further information during the consultation demonstrated an active consultation process.
- The ‘walkabouts’ undertaken in local communities allowed for more targeted engagement and awareness raising in small community settings.
- Use of social media including YouTube, Facebook and Twitter (including the hashtag #strathchat as part of the engagement and consultation process).
- The way in which steering group members were encouraged to share information and get feedback from local groups and networks during the option appraisal allowed for a more open and transparent process.

**Learning points identified by the Scottish Health Council**

- If NHS Highland plans to carry out mail drops in future consultations we would suggest carrying it out earlier in the process. Feedback suggested that people who attended the earlier meetings during the consultation had not had the opportunity to review the consultation materials.
- Consideration should be given to include public meetings dates in the summary consultation paper. Our feedback indicated the summary paper was the document most respondents had read.
- Consideration should be given to including the survey with the summary document. This may encourage people who would rather respond by post to do so more easily.
- For future consultations, NHS Highland may wish to include the findings of the initial transport assessment work. Feedback and points raised highlighted transport and access as a key area of interest for local people during the consultation.
- Consider sharing the options discounted during the option appraisal and the reasons for this at the public meetings. This will enable those attending to see that all practical options have been considered.

NHS Highland plans to discuss its final proposal at the October 2014 Board meeting. If the proposal is supported by the Board it will then go to Scottish Government for a final decision by the Cabinet Secretary for Health and Wellbeing.
You can read and download this document from our website. We can also provide this information:

- by email
- in large print
- on audio tape or cd
- in Braille, and
- in other languages

يمكنك قراءة وتنزيل هذا المستند من موقعنا الإلكتروني. ويمكننا أيضاً أن نقدم لك هذه المعلومات:

- بالبريد الإلكتروني
- بخط كبير
- على شريط صوتي أو قرص مدمج (cd)
- بلغة بريل
- بلغات أخرى

آپ سے آپ کے سایبرپاکٹ میں ایسی ہدف پڑھنے اور ذخیرہ کرنا کے لئے پاس ہونے کے لئے پناہ ہے، آپ کا آپ کا یہ بخشن ہے :

- ایمیل
- بڑہ ذیاس
- ایڈیو فیش یا سفید بلفک
- برائٹش، اور
- ایکینا آپ کے ذخیرہ کا پناہ ہے

Vous pouvez lire et télécharger ce document sur notre site web. Nous pouvons également vous fournir ces informations :

- par courrier électronique
- en gros caractères
- sur cassette ou CD audio
- en Braille
- et dans d'autres langues
Faodaidh tu am pàipear seo a leughadh agus a luchdachadh a-nuas bhon làrach-lin againn. Bheir sinn an fhiosrachadh seo seachad cuideachd:

- Ann am post-dealain
- Ann an sgríobhadh mòr
- Air teap claisneachd no cd
- Ann am Braille, agus
- Ann an cànannan eile

Ach eis eò拉萨尾 fo dhà a bho bhealaichean seòr eachdichte se òg agus a hagachd a' chàinntich kar sàbhathe ùr. Eò拉萨尾 eò拉萨尾 dhà a bho dhà a bho bhealaichean seòr eachdichte se òg agus a hagachd a' chàinntich kar sàbhathe ùr.

- òg -bhaile dhà
- thòisich mòr
- aòigh theòp a' bhealaichean seòr eachdichte se òg agus a hagachd a' chàinntich kar sàbhathe ùr.
- thòisich mòr, agus
- eò拉萨尾 dhà a bho dhà a bho bhealaichean seòr eachdichte se òg agus a hagachd a' chàinntich kar sàbhathe ùr.

Shì dokumentà galite skaityi ir atsisiüsti iš mûsû tinklavietës. Shià informacijà tait pat teikiamo:

- eò拉萨尾 dhà;
- stambiu șriftu;
- garsajtuostë arba kompaktiniu disku;
- Braillo raštu ir
- kitomis kalbomis.

Dostęp do tego dokumentu, a także możliwość jego pobrania, można uzyskać na naszej witrynien internetowej. Informacje można również otrzymać w następujących postaciach:

- wiadomość e-mail
- wydruk z dużą czcionką
- kaseta audio lub płyta CD
- zapis alfabetem Braille'a
- zapis w innym języku
Вы можете прочитать и загрузить этот документ с нашего веб-сайта. Информация также предоставляется следующим образом:

- по электронной почте
- крупным шрифтом
- на аудиокассете и компакт-диске
- шрифтом Брайля и
- на других языках

您可從我們的網站閱讀及下載本文件。我們亦透過以下方式提供此資訊：

- 電子郵件
- 大版面印刷
- 聲音磁帶或 cd
- 實文，以及
- 其他語言版本

آپ بھی ویب سائٹ پر اس دستاویز کو پڑھ کر دانیاں نوٹ کر سکتے ہیں۔ بھی معلومات درج ذیل کے ذریعے بھی قرآن کریم کے بیان:

- بیان
- جیہے کی بے حد حروف میں
- آب یا ثوات میں کی شکل میں
- پہلے میں اور
- دیگر زبانوں میں
The Scottish Health Council has a national office in Glasgow and a local office in each NHS Board area. To find details of your nearest local office, visit our website at: www.scottishhealthcouncil.org/contact/local_offices.aspx