
EXECUTIVE SUMMARY

REPORT TO:	Trust Board
DATE:	6 October 2015
AGENDA NO:	5.1
AGENDA ITEM:	Consultation Outcome Report: Safe and Effective Care within our Budget
SPONSOR:	Alison Diamond, Chief Executive
PREPARED BY:	Katherine Allen, Head of Communication and Patient Experience
PRESENTED BY:	Alison Diamond, Chief Executive Rob Sainsbury, Director of Operations

1. Purpose and Key Issues

- 1.1. The purpose of this paper is to present the outcome report of the consultation: safe and effective care within our budget.
- 1.2. This consultation ran for six weeks from 18 August to 29 September.
- 1.3. This report covers:
 - The context of the consultation
 - A description of the three phases of the consultation
 - The information that was provided to the public, stakeholders and staff
 - The decision-making criteria
 - The responses from public, staff and stakeholders to the consultation
- 1.4. This report aims to provide the Northern Devon Healthcare Trust Board members with sufficient information to inform their decision following the consultation, and demonstrate how the community has influenced the outcome of the consultation through their lines of questioning, their suggestions and their participation
- 1.5. This is version 1 of the document. Version 2 of this document will include the outcome of the Board decision on 6 October 2015.

2. Supporting Information

- 2.1. The report and appendices are attached.
- 2.2. The consultation generated the following activity:
 - 21 public meetings
 - Approximately 1000 people attended the public meetings

The Trust was invited to an additional 3 extra meetings

We received 597 consultation responses

We received 52 pieces of correspondence from the public, 22 letters from stakeholder organisations and 6 letters from staff.

3. Controls and Assurance

- 3.1. Before launching the consultation, the Trust obtained legal advice on the planned scope of the engagement to ensure it met our legal duties to engage and involve.
- 3.2. This advice resulted in the Trust running a six week consultation.

4. Legal and Regulatory Implications

- 4.1. The legal implications have been considered and we are confident that the Northern Devon Healthcare NHS Trust has discharged its engagement duties and responsibilities under the Health and Social Care Act.

5. Equality and Diversity Implications

- 5.1. The Trust aims to design and implement services, policies and measures that meet the diverse needs of our service, population and workforce, ensuring that none are placed at a disadvantage over others.
- 5.2. None of the consultation options sets out any plan to remove access to inpatient beds from any part of the community. However, the Trust Board needs to consider the small number of patients (an average of 2 per month per 16 bed unit) who are likely to require an admission to a community hospital and who may have to travel further if beds in their local community hospital close.

6. Patient, Public and Staff Engagement

- 6.1. The Trust has completed three phases of engagement with staff, stakeholders and the local community which commenced in June 2015.
- 6.2. Full details of the engagement and consultation can be found in the consultation outcome report.
- 6.3. Correspondence received during the consultation has been included in the report or the themes summarised.

7. Cost Implications

- 7.1. The Board is asked to consider the preferred option within Option A. Each option has an indicative saving of £700,000. However there are some additional financial considerations:

If Bideford retains inpatient services, it would require an additional healthcare assistant on every shift to mitigate the ward-layout.

If South Molton loses inpatient beds there would require greater investment in community services because of the higher delayed transfers of care and the lower availability of care packages.

8. Potential Risk to the Organisation

8.1. This was an emotive and difficult consultation.

8.2. People have raised concerns about the speed of the consultation and there have been comments made in the media that this may generate a legal challenge. As stated in section 3 and 4, the Trust is confident that the consultation allowed sufficient time for people to get involved, as evidenced by the numbers of responses and that people had no trouble understanding the consultation, as evidenced by the high quality of responses we received.

9. Board Prompts

- Are there any emerging issues that the Board needs to be aware of before considering its decision?
- Does the Board feel the four tests of service change have been met?
- Does the Board feel the consultation met its aims?
- Does the Board accept the preferred option?
- Does the Board require any next steps to be taken by the Executive Director team?

10. Recommendations

RECEIVE the consultation outcome report on safe and effective care within a budget

CONSIDER the preferred consultation option of beds remaining at Holsworthy and South Molton

11. References

11.1. None

12. Strategic Objectives

12.1. The Trust's strategic objectives are reviewed by the Board on an annual basis. This paper supports the achievement of the following strategic objectives:

✓	Highest Quality	✓	Flexible and multi-skilled workforce
✓	Sustainable Services	✓	Efficient & Effective
✓	Integrated Health & Social Care	✓	Provider of Choice

13. Principal Risks

13.1. The Trust's principal risks have been identified through the Trust's risk management processes. They are updated as they are identified by the Risk Management Committee. This paper supports the mitigation of the following principal risks:

✓	Financial planning & management		Clinical records management
✓	Strategic & business planning	✓	Leadership & management
✓	Workforce numbers	✓	Unsafe behaviour
	Workforce skills	✓	External demands
	Procedural management	✓	Partnership arrangements
	Equipment & facilities arrangements	✓	Communication