

Hospitals fit for the future



Modernising Glasgow's Acute Hospital Services

With the Minister for Health and Community Care's announcement on Monday, 12th August, almost three years of debate about the future of acute hospital services in Greater Glasgow came to a point of decision. In his statement Malcolm Chisholm said: "This has been a long and extensive process taking many views from people across Glasgow. In those three years there has been a range of views put forward during the consultation...but the common strand running through the consultation is that maintaining the status quo is not an option. It is time to move on to provide high quality, modern healthcare for patients in Glasgow.

"It is time to move on from the outdated buildings which are unsuitable for modern healthcare. This £700 million investment means Glasgow can provide 21st Century healthcare in 21st Century buildings.

"And while this will not happen overnight, I believe over the next 10 years patients in Glasgow will receive quality healthcare, access to appropriate specialists across Glasgow in modern buildings.

"I realise that there are very strong views and emotions around hospital provision in Glasgow. We want to reassure the Glasgow public that there will still be 5 hospital

sites in Glasgow with massive new investment in each site. And in the new ambulatory care hospitals, 85% of the services that are currently provided will continue to be provided."

In welcoming the Minister's decision, the interim Chairman of NHS Greater Glasgow, Professor Gordon Dickson, said: "The Minister's decision brings Glasgow's acute hospital services to a vital turning point in their history. This is the culmination of years of planning and consultation. We are now about to embark on an exciting and long overdue period of reconstruction of our hospitals and the services they deliver.

"The changes endorsed today by the Minister will lead to £700 million investment in our acute hospitals and will allow us to provide patient care fully fit for 21st Century, for all the citizens of Glasgow."

Dr Harry Burns, Greater Glasgow NHS Board's Director of Public Health added: "I am absolutely confident that by the conclusion of this period of investment, reconstruction and reorganisation clinical and other NHS staff will have the tools they need to provide hospital services that are second to none."

The basic elements of the strategy

The £700 million strategy now approved by the Minister for Health and Community Care is based on the following:

- * Adult acute hospital services in Greater Glasgow delivered from 5 sites
- * In-patient services (i.e. for people who need a hospital bed for one night or more) will be concentrated, modernised and restructured around 3 of the 5 sites – the Glasgow Royal Infirmary, Gartnavel General Hospital and a new South Glasgow Hospital to be built at the site of the Southern General
- * 2 new Ambulatory Care Hospitals at Stobhill and the Victoria Infirmary will deliver a comprehensive range of out-patient, day case and day surgical services – more than 85% of the existing hospitals' workload.

Why change is needed

There are profound pressures at work on Glasgow's hospitals which together make an overwhelming case for change: the current outdated buildings are unfit for modern services; in-patient sites can't provide one stop/rapid diagnosis and treatment models; patients are required to move around a fragmented care system dotted around different buildings; increasing sub-specialisation in medicine means larger teams are needed to make sure patients get the right care at the right time; Glasgow's role in teaching and research is suffering because we cannot attract and retain high calibre staff against a background of national shortages; too many in-patient sites require emergency on-call rotas that put extra pressures on clinical staff; changes in doctors' training patterns; restrictions on the hours doctors can work as a result of the New Deal for Junior Doctors and the European Working Time Directive; national policies which emphasise decreased waiting times, improved access and integration with primary and social care.

Background information is available by visiting our website at:

www.show.scot.nhs.uk/ggnhsb

What it means for your hospital

Stobhill Hospital will be the site of a £60 million new build Ambulatory Care Hospital. It will provide patients with state of the art out-patient assessment, day surgery, diagnostic and therapy care. It is estimated that at least 85% of the patients currently attending Stobhill Hospital as it is now organised will continue to attend the new hospital in future.

As part of the new framework for Accident and Emergency services, the Stobhill Ambulatory Care Hospital will also include a dedicated Minor Injury Unit (MIU) staffed by Nurse Practitioners working under the guidance of A&E Consultants at Glasgow Royal Infirmary. This new unit will allow 'walking wounded' type casualties—such as people with lumps, bumps and sprains—rapid access to treatment without waiting for hours as staff attend to more serious cases.

Glasgow Royal Infirmary (GRI) will become the main in-patient centre for North and East Glasgow, with key departments like Orthopaedics, the Burns Unit and Accident and Emergency Services provided there alongside the new Princess Royal's Maternity Hospital. Changes will be made across the hospital to modernise ward accommodation and a new multi-storey car park will be constructed to allow improved public access. Local outpatient, day case and day surgical services will also continue to be delivered from the hospital.

The GRI will also host one of the city's two specialised Accident and Emergency Units and will have a specialised trauma team on 24 hours standby in specially constructed accommodation. As well as providing the dedicated service for the North and East, this unit will also take responsibility for the most serious casualties as attended to by the Scottish Ambulance Service in Cambuslang and Rutherglen.

Gartnavel General Hospital will become the main in-patient hospital serving West Glasgow. The hospital will be redeveloped to deliver a full range of specialty services accompanied by a redesign of out-patient, day case and day surgery on ambulatory care principles. In addition to the Minor Injuries Unit on site, there will also be an Emergency Receiving Service which will see those 'serious' emergency cases referred by GPs and transported by ambulance treated. This means that people with heart-attacks will be treated at Gartnavel whereas people with major injuries and trauma would be taken direct to specialist units at the Glasgow Royal Infirmary or the new Southside Hospital.

Gartnavel will be host to the fully redeveloped Beatson Oncology Centre for cancer patients and work has already been fasttracked to build new facilities to join the existing Tom Wheldon Building.

The Western Infirmary will close as was agreed by the then Secretary of State for Scotland in 1996. As far back as the 1960s it was planned that Gartnavel would become the main 'West Glasgow Hospital'; it is now possible to finally achieve that.

The Victoria Infirmary will, like Stobhill, be the site of a £60 million new build Ambulatory Care Hospital. It too will provide patients with state of the art out-patient assessment, day surgery, diagnostic and therapy care. 85 of the patients currently attending the Victoria will simply

transfer to the new Ambulatory Care Hospital for their care. It will be constructed on the site of the old school across the road from the current infirmary and will spread over Annan Road to take in a small portion of the Queen's Park Recreation Grounds.

The Victoria Ambulatory Care Hospital will incorporate a dedicated Minor Injury Unit (MIU) staffed by Nurse Practitioners working under the guidance of A&E consultants at the new South Glasgow In-patient Hospital. 'Walking wounded' type casualties—such as people with lumps, bumps and sprains—will benefit from rapid access to treatment without being 'pushed to the back of the queue' by the more seriously injured.

The Southern General Hospital will become the main in-patient centre for South Glasgow. The existing hospital will be substantially redeveloped with 800 new in-patient beds being constructed in phases. Outpatient, day surgery and day case services will be reorganised on an 'ambulatory care' basis to improve patient access and convenience.

The second of the two dedicated A & E/Trauma centres will be based at the new hospital. Regional services, such as the Neurosciences Service, will continue to be delivered from the site.

Accident & Emergency Services

There will be a new rapid access service for GP emergency referrals to hospital – it will bypass A&E entirely and get patients faster access to appropriate specialist teams for diagnosis and treatment in Glasgow Royal Infirmary, Southern General and Gartnavel General Hospitals. Specialist A&E and orthopaedic teams will be sited 24 hours a day at two centres of excellence - the Glasgow Royal Infirmary and the new South Glasgow In-patient Hospital. Staff here will also carry out initial assessment of non-GP referred cases arriving as emergencies at any time. For the relatively small number of patients who are seriously injured, a trauma team consisting of A&E, orthopaedic and anaesthetic specialists will deliver the best outcome for these patients.

Orthopaedic out-patient and day case services will be provided at all hospitals, including the Victoria and Stobhill Ambulatory Care Hospitals

All children's (under 13 years) emergencies will in coming years be directed to the Royal Hospital for Sick Children at Yorkhill once a programme of development is completed there.

What next?

The changes above will take place over the next 10–12 years, with immediate attention given to detailed design of new services. Priority will be given to getting the new Ambulatory Care Hospitals up and running and to redevelopment of the Beatson Oncology Centre. NHS Greater Glasgow will take steps to make sure the public and staff are kept up to date with the changes as and when they happen.

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