

Update for staff – June 2019

Brief overview of the background

Neuro-Rehabilitation is one of the services in scope of Greater Manchester Health and Social Care Partnership's Improving Specialist Care programme. This programme (formerly referred to as Theme 3) is part of the 'Taking Charge' agenda and aims to make significant improvements to the quality, safety, efficiency and long term sustainability of the care patients receive when they need to be treated in hospital by specialist teams. Change has to happen if we are to maintain the safety and quality of care in the future.

Why Neuro-Rehabilitation?

Neuro-Rehabilitation Services provide specialist rehabilitation for patients with neurological illnesses, diseases, trauma, or disorders of the nervous system. For a decade or so, the service across the region has experienced difficulties and challenges with patient flow, staffing and consistency of provision.

Neuro-Rehabilitation is part of this transformation programme because it is a specialist service and regionally it is a service that is increasingly under pressure due to increased demand and complexity of patients. The service, therefore, requires a Greater Manchester solution (rather than local/Trust-based changes) to ensure it is clinically and financially sustainable for the future and has the adequate skilled workforce to deliver high quality care.

Currently, neuro-rehabilitation in-patient services are delivered by the Northern Care Alliance NHS Group (at Salford Royal and Floyd Unit, Rochdale – part of Pennine Acute Trust); Manchester University NHS Foundation Trust (Trafford General) and Stockport NHS Foundation Trust (Devonshire Unit) plus trauma beds commissioned by NHS England.

Across this provision, there are many opportunities to improve services for both patients and the people working within as we know there is:

- Poor access to post-acute Neuro-Rehabilitation services
- Inadequate, inequitable and disjointed patient flow across GM
- Inadequate care and flow for tracheostomy patients, including a relatively heavy reliance on the independent sector to care for these patients
- Variations in care and service provision, including community Neuro-Rehabilitation services
- Staffing levels fall significantly short of national and/or local recommendations

Demand for Neuro-Rehabilitation services has increased and is expected to increase further in the future.

A new model of care

A new model of care will seek to:

- Provide a single point of access for people needing in-patient services
- Improve proactive and integrated discharge with support for patients who can be cared for closer to home
- Reduce time patients spend unnecessarily in hospital

A significant amount of work has been undertaken and clinically-led, including a self-assessment by units and co-design work with patients and staff, to look at a future model of care. It has been determined that a GM-wide single shared service for inpatient Neuro-Rehabilitation is the solution.

Earlier this year (March 2019), it was agreed through the GM Joint Commissioning Board (JCB) that Salford Royal (part of the Northern Care Alliance NHS Group) would be the single provider of inpatient GM Neuro-Rehabilitation services. This means that the majority of staff would be employed by Salford Royal and would work to the same pathways, standards and governance structure across GM neuro-rehabilitation services. A single service model will assist with improving staffing levels and create a more sustainable workforce.

Manchester Foundation Trust, Stockport Foundation Trust and the Northern Care Alliance will be consulting with affected staff in due course. The purpose of this is to ensure that staff are fully briefed and that the transfer of employment takes place in accordance with the relevant employment law (TUPE). TUPE is designed to ensure that staff retain employment rights as part of this service change. Subject to business case approval, the single service aims to go live in early 2020, following a phased approach.

Next steps

On 18 June 2019, the Business Case for the new model of care will go to the JCB. If this is approved, there will be further and more detailed communication and engagement with all staff involved with these services across all sites/units in June / July 2019 to discuss what this means for individuals and teams.

The process of service reconfiguration and transformation for Neuro-Rehab is progressing positively and is well underway. Realistically, however, staff and patients will not see any immediate changes to services until early next year and until the new model of care and associated investment has been agreed.

There are no current plans to change the sites from which services are delivered and staffing levels will be increased in almost all areas. We consider this a very exciting time for Greater Manchester's Neuro-Rehabilitation services and an opportunity to transform the service to benefit everyone who works across this service, and importantly patients and their families.

We thank staff for their ongoing cooperation and commitment as we work towards creating a new model of care for patients. If staff members have any further questions, they are asked to go to their line manager in the first instance.