

Can a hospital run a community service?

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Yes
Yes

But with care, sensitivity, respect and tact
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Why

- Past experiences - not always happy partnerships – asset stripping
- Community staff feel secondary care doesn't understand the world they work in
- Different priorities
- Lack of investment over the years
- Fear of loss of identity

How do you make it successful?

- Acute Trusts have to see this as a partnership, an integration and not a take over
- Acute Trusts need to be clear about the benefits to integration, what is the vision how will it transform services
- Be clear about the benefits to patients and staff
- Understand, listen and acknowledge the fears of staff
- Recognise and involve other community partners, GPs, local authorities and the voluntary sector

So what did we do?

- GSTT integrated with Lambeth & Southwark community services in April 2011 – a 3 way integration!
- We worked really hard as part of the business case development to engage with community staff and their partners
- The business case was built on what the opportunities would be to care for patients in a different way, as well as the benefits to staff
- We sent our executive team and non executive directors into the community to shadow staff
- I spent two weeks after the integration was agreed in the community shadowing staff and visiting all the services
- Identified some quick wins



What did I learn?

- I was very humbled by who I met and what I saw
- The challenges are significant and the depth of local knowledge is so important
- Managing risk
- Seeing the patient as a whole in their home setting
- How to be resourceful – poor infrastructure
- How difficult it is to communicate and listen to staff
- It's a challenge to have your finger on the pulse
- I should have done it a long time ago
- I also felt ashamed – it's a privilege to work for GSTT, with the opportunities we can give our staff yet not very far away nurses and health visitors were not having the same opportunities



Two years on...

You could criticise it for lack of progress but...

- We put in place some quick wins
- We sorted car parking
- All staff now have the same opportunities
- Regular road shows
- Clinical Fridays
- Development of rotational programmes
- They have kept their identity
- Homeward pilot

2 years is not a longtime we have only just begun – we need to be allowed to continue and realise our vision together

