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Your Ref: 13104/CH

21 November 2019

Ms A Mutch OBE  
HM Senior Coroner  
Coroner's Court  
1 Mount Tabor Street  
Stockport  
SK1 3AG

Dear Ms Mutch

**Re: Regulation 28 Report – Charles WILLIAMSON**

I write in response to your letter of 03 October 2019.

Attached to this letter is a report that I hope you will agree addresses the concerns you outlined in respect of the above case. Please do not hesitate to contact me if I can be of further help.

Yours sincerely



**Dr Richard Preece**  
Executive Lead for Quality and Medical Director



## Greater Manchester Neuro-rehabilitation Services

Prepared for a response to a Regulation 28 Report from HM Coroner, Manchester South  
October 2019

Since 2016, Greater Manchester neuro-rehabilitation services have been considered a priority for service transformation by providers, commissioners and the Greater Manchester Health & Social Care Partnership. The design of the model of care for the future neuro-rehabilitation services was clinically-led and developed in collaboration with commissioners and service users. Greater Manchester neuro-rehabilitation services are at an exciting time, as the transformation of inpatient services has commenced and to date, seven out of the 12 areas of Greater Manchester have received additional investment into community neuro-rehabilitation services.

Please see below for a summary of the reasons for the service changes, the new model of care and the benefits that these services changes will bring. These changes will help to minimise any risks to patients in Greater Manchester who would benefit from Neuro-rehabilitation.

Particularly relevant to this Coroner's report, the planned changes will ensure robust referral pathways between provider sites, seamless transfer, mechanisms to track patients across sites within a single Greater Manchester service and patients referred and admitted to the most appropriate level of care to meet their needs. Improved continuity of care will be via a single GM-wide in-patient team and the consistent application of high quality rehabilitation care.

### Current Arrangements Regarding Neuro-Rehabilitation Services in Greater Manchester

Neuro-rehabilitation services in Greater Manchester are commissioned by NHS England and Clinical Commissioning Groups as follows:

Service	Commissioner
30 Level 1 Hyper-Acute and Acute Beds at Salford Royal Hospital serving the whole of the Greater Manchester conurbation	NHS England
87 Post-Acute Beds provided by three different providers and distributed as follows: <ul style="list-style-type: none"><li>- 18 beds at the Floyd Unit serving Bury, Oldham and Rochdale areas</li><li>- 19 beds at the Devonshire Centre serving Stockport, Tameside &amp; Glossop, East Cheshire &amp; North Derbyshire</li><li>- 50 beds (40 open) at Trafford General Hospital serving North, Central and South Manchester, Trafford, Salford, Bolton and Wigan</li></ul>	Greater Manchester Clinical Commissioning Groups
Community Neuro-Rehabilitation Services	Each Greater Manchester Clinical Commissioning Group commissions a local service covering their local area, with the exception of South Manchester
Slow-Stream Neuro-Rehabilitation Beds	Each Greater Manchester Clinical Commissioning Group commissions slow-stream neuro-rehabilitation beds from the independent sector on an ad hoc basis

## Case for Change

In 2017, the case for changing the neuro-rehabilitation services highlighted several reasons to change inpatient neuro-rehabilitation services. This included:

- sub optimal patient flow into and out of neuro-rehabilitation services,
- improvements needed in the care of patients with a tracheostomy (due to neurological deficits) or prolonged disorder of consciousness,
- ad hoc access to slow-stream neuro-rehabilitation, usually from independent sector providers and often outside of Greater Manchester,
- variation in access and service provision, including waiting times to access the services, practices within services, admission and discharge planning, staffing levels and outcomes,
- variation in commissioner investment and provider tariffs, with shortfall and variation in staffing levels,
- multiple commissioners of the GM services, and
- increased demand.

These drivers for change informed the design of the new neuro-rehabilitation model of care for Greater Manchester.

## New Model of Care for Greater Manchester Neuro-Rehabilitation Services

The new model of care design, agreed in 2018, describes Greater Manchester neuro-rehabilitation services as follows:

- A single provider of the bed based (inpatient) GM Neuro-Rehabilitation service,
- As now, 30 hyper-acute and acute Neuro-Rehabilitation beds on the Salford Royal Foundation Trust site,
- In addition, up to 10 beds for the management of patients with tracheostomy and/or prolonged disorder of consciousness (as an alternative to ad hoc commissioned beds in the independent sector),
- 60 beds for post-acute Neuro-Rehabilitation (27 fewer beds than the current model),
- 20 new NHS beds for patients requiring slow stream neuro-rehabilitation (as an alternative to ad hoc commissioned beds in the independent sector),
- Community neuro-rehabilitation services in every locality area providing patients with a consistent service offer, regardless of postcode, and
- Consistent oversight, commissioning and review of all patients in ad hoc placements in the independent sector.

The Greater Manchester Joint Commissioning Board agreed the business case for the new model of care in June 2019. The business case also included an agreement for the bed day tariff to be increased and standardised across the inpatient services.

## Benefits of the New Greater Manchester Neuro-Rehabilitation Services

The anticipated benefits of the new Greater Manchester neuro-rehabilitation services are:

- Earlier access to neuro-rehabilitation, including consistent assessment of rehabilitation requirements via the single point of access,
- Improved staffing levels enabling greater intensity of rehabilitation,
- Access to services/professionals not currently accessible to all patients,

- Increased NHS neuro-rehabilitation beds (as an alternative to independent sector),
- Increased opportunities for rehabilitation at home/in the community,
- Increased consistency of care,
- Improved patient outcomes and experience,
- Reduced lengths of stay in hospital beds,
- Improved patient flow and management of beds supporting patients being treated in the right place at the right time, and
- Improved review of patients within independent sector beds.

### Implementation of the New Greater Manchester Neuro-Rehabilitation Service

#### **Inpatient Neuro-rehabilitation Services:**

Salford Royal NHS Foundation Trust (SRFT) has been selected as the single provider for the inpatient (bed-based) part of the neuro-rehabilitation service model.

- SRFT commenced work in July 2019 to plan for the transfer of the current NHS inpatient services into the management of Salford Royal. Transfer of the services is expected to take place during January-March 2020
- 20 slow-stream neuro-rehabilitation beds will be established during May-December 2020
- Estate options for the 10 post-acute tracheostomy/prolonged disorder of consciousness beds are currently being worked through and as such a definitive timescale for establishing these 10 beds has not yet been agreed

#### **Community Neuro-rehabilitation Services:**

Each Greater Manchester Clinical Commissioning Group has agreed to commission a community neuro-rehabilitation service as per the agreed Greater Manchester community neuro-rehabilitation service specification. Whilst the progress for achieving consistency of commissioning & provision of community neuro-rehabilitation services varies across the region, there is a commitment by every CCG to have commissioned a service as per the agreed specification by April 2020.

### Ongoing work by Neuro-Rehabilitation Services

Throughout the process of developing a case for change, a new model of care and business case for a new neuro-rehabilitation service, community and inpatient services have undertaken significant work to improve their services. For example:

- Improved discharge planning practices to improve patient's experience of the discharge process, reduce length of stay and improve patient flow
- Establishment of a complex discharge service to improve patient's experience of the discharge process, reduce length of stay and improve patient flow
- Community service in-reach into inpatient neuro-rehabilitation services to support people being discharged into the community
- Development of community and inpatient service standards
- Peer review of inpatient services
- Development of a GM-wide training & education programme and resources
- Development of a GM neuro-rehabilitation patient & carer network to ensure patient & carer involvement in service improvement and development work
- Improved consistency of processes and documentation

## Timeline of Key Decisions for Neuro-Rehabilitation Services

December 2015:	GM CCG Directors of Commissioning consider the strategic outline case for changing neuro-rehabilitation services and agree for the work to develop a case & model of care to proceed
September 2016:	Inpatient neuro-rehabilitation services were identified as one of the priorities for transformation by the GM Health & Social Care Partnership Strategic Board
August 2017:	Improving specialist Care Programme (ISCP) board and executive (set up to deliver the strategy outlined in the Greater Manchester (GM) Health and Social Care Partnership strategic plan 'Taking Charge') agree the case for change for neuro-rehabilitation services
April 2018:	The neuro-rehab model of care was agreed by the ISCP board and executive
October 2018:	The GM Health & Care Joint Commissioning Board (JCB) approve the model of care
November 2018:	The GM Joint Overview and Scrutiny Committee conclude that formal public consultation regarding the model of care was not required as involvement and engagement activities had been proportionate to the number of patients affected by the proposed changes
March 2019:	The JCB approve the single provider as the GM Neurosciences Centre (Salford Royal NHS Foundation Trust)
June 2019:	The JCB approve the business case for the GM neuro-rehabilitation model of care
July 2019:	Salford Royal NHS Foundation Trust commence implementation planning for the inpatient neuro-rehabilitation service transformation