

Renal haemodialysis review

31 July 2019

EXECUTIVE SUMMARY

Lancashire Teaching Hospitals NHS Foundation Trust is reconfiguring and retendering the renal haemodialysis service, which is provided to more than 600 patients throughout Lancashire and South Cumbria at seven locations (as well as at home for approximately 100 patients).

This change is necessary to improve the availability and quality of care closer to patients' homes. Many patients travel longer than the national standard of 30 minutes to their nearest renal unit; some facilities are not fit for purpose or are situated in an inconvenient location; there are recruitment challenges at more than one unit which restricts opening hours; and the service is not financially sustainable.

Feedback from patients and patient representative groups has informed the development of a new service specification. Bidders will be required to submit proposals that recommend how they will meet the new service specification. Patients will be fully involved in this retender process and their feedback will be a significant factor in the decision-making process.

Whilst the service specification does not prescribe the locations of the renal units, to meet the requirements of the specification the following changes are likely to how the service is configured :

- In South Cumbria unit a new unit further West, in addition to the existing Kendal unit, is needed to improve travel times for Barrow patients.
- The Kendal unit location and facilities may be relocated to reduce patient journey times.
- The Blackpool unit currently situated at Clifton Hospital may be relocated to another site that is easier for Blackpool patients to reach and to provide more appropriate facilities for modern renal patient care.
- The Accrington and Burnley units may be replaced by a new suitably located purpose built unit in East Lancashire.
- The Blackburn service currently delivered in a porta cabin may be replaced by a new purpose built unit at Royal Blackburn Hospital site or close by.

Health Scrutiny Committee is asked to receive and note this briefing, give approval for the retender process to proceed on the basis outlined, and agree to receive a further briefing when the retender process concludes later this year.

1. Introduction

Lancashire Teaching Hospitals NHS Foundation Trust is the tertiary provider of renal haemodialysis for all patients in Lancashire and South Cumbria.

Renal haemodialysis is life preserving treatment for patients whose kidneys are not functioning well enough to remove waste and fluid from their blood. Such patients require regular renal haemodialysis, usually three times a week, for four hours at a time. In some cases kidney failure is a temporary problem, but if kidney failure is established and irreversible then patients are offered a kidney transplant where clinically appropriate. Whilst such patients wait for approximately three years for a kidney transplant they require ongoing dialysis. However the largest group of patients are those considered unlikely to benefit from, or survive, kidney transplant surgery. These patients *require dialysis for the rest of their life* and their experiences of care impact hugely on their physical and mental wellbeing.

Renal haemodialysis can be provided in hospital, in a separate nurse-led renal facility, or at home.

2. The current position in Lancashire and South Cumbria

Our vision for haemodialysis is to deliver high quality services for patients either at home, or within 30 minutes of home, in an appropriate setting that provides a positive experience.

More than 600 patients currently receive haemodialysis or peritoneal dialysis in Lancashire and South Cumbria, either at home, or in a renal unit at one of seven locations :

- Royal Preston Hospital
- Chorley & South Ribble Hospital
- Westmoreland District General Hospital
- Royal Blackburn Hospital
- Accrington Hospital
- Burney Hospital
- Clifton Hospital, Blackpool

Due to the way the service was originally set up, there are a number of issues with how it is delivered, including :

- The national standard for travel time to dialysis is 30 minutes. Some patients are currently travelling considerably longer than this every dialysis trip.
- Some services are provided in locations that are either inconvenient, or are not fit for purpose.
- There are problems recruiting staff to some services which limits capacity to care for local patients.
- The way that services are currently provided is not financially viable.

These issues mean that we are not able to achieve our vision and provide all patients with a good experience, and our ability to deliver a sustainable service is compromised due to excessive and rising costs.

The issues relating to each geographical area are outlined in further detail below.

2.1 South Cumbria

75% of patients who dialyse at the Kendal facility experience a longer journey time than 30 minutes, and therefore this service is not meeting the national standard. The service is delivered by Lancashire Teaching Hospitals staff in rented accommodation at Westmorland General Hospital.

2.2 Blackpool and Fylde

The location of the dialysis facility for patients in the Blackpool and Fylde area is at Clifton Hospital, which is on the coast and so challenging for some patients to access easily in less than 30 minutes. This location too presents ongoing staff recruitment challenges and as a result dialysis is available for fewer hours and at less convenient times for patients in this area compared with others.

The service at Clifton is provided by Fresenius, a specialist renal agency, overseen by Lancashire Teaching Hospitals renal consultants.

2.3 East Lancashire

In East Lancashire dialysis services are currently provided in Accrington, Burnley and Blackburn. The unit at Accrington is structurally inadequate, unfit for purpose, and does not provide a good patient experience. The rent for the Burnley facility is prohibitively high and is a significant cost pressure to the sustainability of the service in this area. The service at Blackburn is provided from a temporary portakabin which is an unsatisfactory environment in which to deliver care.

The service at Accrington and Burnley is provided by Diaverum, and by Fresenius at Blackburn, both specialist renal agencies overseen by Lancashire Teaching Hospitals consultants.

2.4 Central Lancashire

In central Lancashire haemodialysis is provided from the main unit at Royal Preston Hospital, and a satellite unit at Chorley & South Ribble Hospital.

The service in central Lancashire is provided by Lancashire Teaching Hospitals staff.

3. Proposal

In recent years Lancashire Teaching Hospitals has been undertaking a service review, and engaging with patients, families, patient representative groups and staff to develop understanding of what currently works, and what requires improvement to achieve the service vision.

Lancashire Teaching Hospitals has recently received permission from NHS England, the commissioner of renal services, to reconfigure and retender renal haemodialysis in Lancashire and South Cumbria, in order to :

- Improve patient access
- Improve patient experience
- Ensure the service is financially sustainable for the future

Patient and patient representative group feedback has informed the development of a service specification, which will be subject to a competitive tendering process in the autumn.

The tender process will invite bidders to submit proposals for how the service could be configured, to meet the service specification, and achieve the service vision.

Because the bidders will not submit proposals until later this year it is not possible at this stage to indicate exactly how the service may change. However in order to meet the service specification and design a service that delivers the vision, a number of changes are likely to be proposed, detailed below.

3.1 South Cumbria

75% of patients in the South Cumbria area currently travel for longer than 30 minutes to reach the Kendal unit, so this location is not optimum for the majority of service users. It is therefore likely that it will be proposed that a new unit is provided further West, to enable Barrow patients to access the service within 30 minutes. The Kendal unit may require redesign to offer care that is currently only available in Chorley (Home Dialysis training) and depending on options may relocate a short distance to help achieve our vision for dialysis care.

3.2 Blackpool and the Fylde

Feedback from staff and patients indicates that the design of this unit currently provides daily challenges with limited isolation space, patient visibility and lack of equipment storage. As a result patients with infection or mobility problems are often unable to dialyse close to home. Furthermore patient feedback indicates that the renal unit currently situated at Clifton Hospital is inconvenient. It is likely that it will be proposed that this unit is reprovided in another location within the Blackpool area that is more accessible for more local patients with better facilities. Evidence indicates that relocating the unit to a more convenient location will also aid staff recruitment, thus enabling the service to operate opening hours in line with other units, so ensuring equity of access across the region.

3.3 East Lancashire

Patient and staff representative groups have expressed a preference to replace both units at Accrington and Burnley with one more suitably located, fit for purpose unit for those communities. Across these units there are also problems with limited isolation space and lack of equipment storage. As a result patients with infection or mobility problems are often unable to dialyse close to home.

In addition to the unit for Accrington and Burnley patients, there is a plan to build a new unit at Royal Blackburn Hospital to replace the service currently provided from a porta cabin.

3.4 Central Lancashire

Because the renal service at the main hub at Royal Preston Hospital and the satellite unit at Chorley and South Ribble Hospital are staffed by Lancashire Teaching Hospitals, provided in Lancashire Teaching Hospitals premises, and there are potential implications depending on the outcome of the Our Health, Our Care programme, these services are out of scope of the current reconfiguration and retender programme. However we would anticipate an improvement in the care afforded to Preston unit patients if this reconfiguration and service improvement progresses. Many patients that currently cannot dialyse closer to home around the region for a variety of reasons outlined above will be able to do so; thus relieving capacity pressures on the Preston unit where there is currently a waiting list to start dialysis.

4. Next steps

Prospective bidders will be required to respond to tender invitations from by October 2019.

Patients and patient representative groups will be involved in reviewing the bids, to assess how the proposals will meet their needs. Patient and patient representative group feedback will be a key consideration in the decision-making process.

The successful bidder will be notified by the end of 2019.

Services will be reconfigured from 2020.

Request of Health Scrutiny Committee

- 4.1 Health Scrutiny Committee is asked to receive and note this briefing.
- 4.2 Health Scrutiny Committee is asked for approval to proceed with the renal haemodialysis reconfiguration and retender as is outlined in this briefing.
- 4.3 Health Scrutiny Committee is asked to agree to receive a further briefing following the conclusion of the retender process.

If you have any queries or would like further information please contact

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