

Warwickshire North Place Clinical Strategy

2021-2024



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Introduction

This Clinical Strategy reflects the changing landscape of health and care in Warwickshire North. It represents a framework for transforming our clinical care to meet the changing needs and aspirations of local communities in the Warwickshire North Place.



This strategy anticipates the legislative change which will drive forward integration and collaboration to improve health and social care for all. It acknowledges that clinical care is much more than services delivered on the hospital site, and signals a commitment to developing new models of care in collaboration with primary care, social care and third sector partners.

The strategy recognises the pivotal role that George Eliot Hospital plays as a district general hospital at the heart of Warwickshire North Place - recognised by our local population as a focal point for clinical care. Our clinical strategy is about delivering 'excellent clinical care', while recognising that our population's health is determined by wider issues that need us to work together with Place and system partners to deliver seamless clinical care.

This collaboration and partnership is at the centre of our Place Clinical Strategy and reflects how we have engaged with partners to produce it. This strategy has been shaped by partners' perspectives, experience, and expertise; and is endorsed by our Place Partnership.

This strategy has been conceived at a hugely challenging time for the NHS as our focus is on tackling the COVID-19 pandemic. We are working flat out to meet the demand that the disease is creating and, to their credit, our Trust directorate teams, Local GP's, Health Watch, Local Authority colleagues, have dedicated time to engage and co-create this strategy while arguably under the greatest pressure of their careers. It speaks to the commitment of our clinicians, leaders and workforce that they can step back from the front line, change focus and work together to plan for the future: plans that will put us in the best place possible to rise to the clinical challenges we face as we work together to recover from COVID pandemic.

This document is our clinical blueprint for a healthier future. A framework for clinical excellence, service improvement and innovation that will ensure our clinical service offer at Place is responsive to the changing demands and needs of our community.

It reflects how we will adapt to a changing NHS and social care landscape in an integrated care system, how we will move from treating illness to preventing illness, and how we will work together to help our population thrive and care for them when they need us. Ultimately, the strategy is designed to improve clinical outcomes and patient experience.

Our clinical strategy



Sets out our vision and priorities for delivering the ambitions of the NHS Long Term Plan locally at Place.



Acknowledges that collaboration and partnership will be required to achieve ambitious improvements for our local population.



Outlines our common purpose, commitment and focus on clinical priorities that deliver improved health outcomes and address health inequalities across Warwickshire North Place.



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Our vision:



Our Warwickshire North Place Vision is:

*Helping you to help yourself;
there for you when you need us*

This vision recognises that achieving better outcomes with local people is a partnership between care providers and the people who need our services.

To complement our Place vision our clinical strategy vision is to **'co-ordinate excellent clinical care, in the right setting, at the right time, delivered by the right team'**.



Our clinical commitment

Our clinical strategy is our commitment to deliver 'Excellent Clinical Care' because we believe that our residents deserve to:



Lead healthy, independent and fulfilled lives.



Be part of strong, healthy communities.



Experience effective and sustainable health and care services when they need them.

Our Place clinical strategy sets out our high level plans for coordinating and delivering the clinical care required to make this a reality for our Place.

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Our strategic aims:

Our clinical strategy is focused around six strategic clinical aims. These aims have been identified through clinical engagement as improvement opportunities that reflect and respond to the specific and unique population health needs of our diverse local communities:

1

Local services for local people so that clinical care is delivered at Place and as close to home as possible - recognising our unique geography social deprivation, and transport challenges.

2

Scale up prevention and make every contact an opportunity to make a difference – help people to help themselves, their families and the wider community.

3

Develop a community diagnostic hub to become a diagnostic centre of excellence that improves timely access to the right care.

4

Ensure that patients receive same day emergency care in the most appropriate environment, working together with community partners to provide care as close to home as possible.

5

Deliver integrated care so that people receive the care they need, without barriers, regardless of who delivers it.

6

Improve clinical outcomes by tackling health inequalities and reaching out to our communities with the poorest health outcomes.

Our clinical priorities:

Reflecting the needs of our Place, our clinical strategy is focused on the following clinical priorities; these priorities build and expand on the priorities identified in our Warwickshire North Place plan.

Urgent and Unscheduled Care

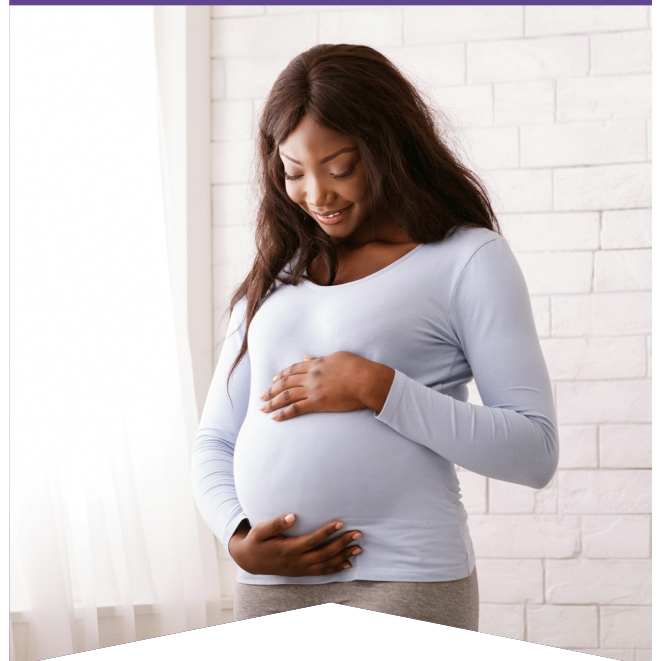


- Provide a 24/7 Emergency Department with integrated urgent care for adults and paediatric walk-in patients
- Ensure that patients receive same day or ambulatory care whenever possible by introducing new ambulatory patient pathways, and more 'hot clinics' in collaboration with other specialities
- Aim to manage four in ten acute medical admissions in our Same Day Emergency Care department and deliver eight in ten emergency attendances in an ambulatory setting through our Surgical Assessment Unit
- Increase the use of hot clinics and one stop management of surgical emergencies to improve patient experience and reduce hospital admissions
- Develop an outpatient antibiotic therapy service with our Place community partners
- Create a Hospital at Home with virtual wards and clinics, working in partnership with the out of hospital teams
- Provide in depth advanced care planning and support complex discharge.

Maternity, Children and Young People



- Deliver timely high quality, safe maternity care, in a Consultant-led Obstetric Unit supported by an on-site Special Care Baby Unit
- Embed the learning from the Ockenden Review
- Develop more midwifery teams within the Continuity of Carer model
- Set up community clinics using skills from both primary care and secondary care
- Establish a Home Birth team to support continuity of carer for our women
- Develop support and follow-up for bereaved parents working with local bereavement support services.



Medicine and long term conditions



- Develop and deliver a comprehensive cardiology service to our local population, including a dedicated day procedure unit, complex device service, injectable loop recorders, coronary angioplasty service and a dedicated cardiac cath lab
- Expand the range and reach of services offered by our successful endoscopy service
- Deliver a seven day gastroenterology and emergency endoscopy service – continuing to provide high quality care for GI cancer, inflammatory bowel disease, hepatology and clinical nutrition
- Work with Place partners to deliver seamless care for the management of long COVID
- Manage long term conditions such as heart failure and chronic obstructive pulmonary disease in an integrated way so that patients can be treated as close to home as possible
- Make best use of technology to support people to stay well in their own homes and enable early intervention
- Build a diabetes centre of excellence for our hospital and our local communities: a bespoke hub for diabetes care which centres on academic excellence, research, community care and education to empower people living with diabetes to live well
- Expand the use of first contact practitioners with a view to reduction of referral rates to orthopaedics and rheumatology, and reduce the need for unnecessary investigations
- Ensure that our excellent Cardio Respiratory Unit operates in a fit-for-purpose estate, providing high-quality diagnostic services.



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humansofthepandemic.co.uk

Surgery and planned care



- Work with Place partners to develop different models of care both in the community and acute hospital setting to ensure high quality outcomes for patients requiring surgical care
- Build our elective surgery services to offer timely access for treatment, close to home for patients in our state of the art elective surgical care area
- Provide comprehensive day case ophthalmology, oral, breast, general and gynaecological surgery
- Improve patient outcomes with increased innovative laparoscopic surgical procedures
- Continue to improve cancer outcomes by transforming pathways and providing timely innovative surgery in our dedicated cancer theatre
- Provide two all day emergency theatres for trauma and general surgery to reduce patients' wait for urgent operations - especially for patients with a fractured neck of femur
- Introduce minimally invasive treatments for bladder outflow obstruction.
- Work with partners across Coventry and Warwickshire to provide system-wide urological services for lithotripsy and uretic stone treatments
- Increase virtual and telemedicine clinics with the use of technology.



Frailty



- Ensure patients have access to the best frailty services in the community and in hospital to keep patients well and in their own homes for as long as possible
- Take a coordinated and collaborative approach to managing care home referrals
- Establish weekly multi-disciplinary team (MDT) meetings with community-based healthcare professionals and the Trust's high intensity user manager to reduce admissions and readmissions
- Improve the joint working with GPs by continuing joint employment appointments, agreeing protocols and using the Consultant Connect technology to connect with GPs, community teams and paramedics
- Develop MDT support to patients with Parkinson's disease and further develop specialist support to orthogeriatric patients
- Improve training to support frailty recognition (including dementia and delirium)
- Continuing to implement the Trust dementia strategy and the wider Warwickshire dementia strategy across place partners.



End of life

- Provide care with compassion and support patients at life's end to die with dignity
- Work collaboratively with hospices, community nurses and Specialist Palliative Care to increase the proportion of people who are able to spend their last days in the place of their choice
- Increase the quality and uptake of advance care planning and recognise more widely the value of earlier decision-making about predictable decline
- Utilise and promote digital innovations to support care for patients
- Educate and upskill staff to support excellence in End of Life care
- Increase carer support for families caring for loved ones at the end of their lives.



Mental health



- Embed a primary care mental health link worker within each Primary Care Network to improve integration between primary care and specialist mental health services
- Work with Place partners to reduce the length of time mental health patients in crisis spend awaiting treatment in our Emergency Department
- Reduce the number of patients who have to travel out of area for a mental health bed
- Improve the care of children and young people with mental health needs
- Provide psychological support look after the mental health and wellbeing of staff.



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Enablers that underpin our clinical strategy:

To deliver of our clinical strategy we will ensure that the following enablers are in place



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Research:



Become a centre of research excellence by creating opportunities for research, innovation and growth that inspires and improves health care outcomes in the local and national population. Improve patient opportunities to participate in research and continue strong collaboration with academic, commercial partners and other stakeholders.

Continuous learning and improvement opportunities:



We will provide high quality clinical learning, coaching and mentoring opportunities; encourage feedback and reflective practice and inquisitive enquiry to work with partners and share clinical learning. We will build clinical competence, leadership and innovation.

Centre of excellence in training and education:

We will deliver high quality, innovative and responsive education, learning and development services which exceed stakeholder requirements and expectations. We will engage and empower learners to develop personally and professionally and attract and retain a high calibre workforce that are knowledgeable, skilled and caring.

We will expand our clinical workforce through education and training - involving Physician Associates, Acute Medicine Practitioners and other allied clinical professions. We will support dedicated protected learning time and collaborative, integrated education and training to attract new clinical workforce. We will create opportunities for our workforce to feel connected to peers and other professionals across our Place.



Digital innovation:

We will ensure that clinical services are enabled by Digital Innovation to provide care across Place partners in a way that is convenient for patients and uses technology to make care safer.



Quality:



We will focus on clinically and professionally evidenced models of care that will deliver the best safety quality patient experience and patient outcomes; regardless of which organisation delivers clinical care for our population.

Clinical skills:

We will work with partners to develop the clinical skill mix, competence and workforce model required to deliver our clinical strategy and ensure our clinical strategy is delivered by high skilled motivated and supported workforce.



Partnership:



We will act on our intention to collaborate and will not be restricted to single organisational focus. We will focus on implementing a clinical strategy that delivers the best outcomes and experience for our population.

Sustainability:

We will ensure that every clinical ambition and priority in our strategy has a clinically and financially sustainable service solution; provided either directly by the Trust or through partnership collaboration.



Estate:

We will use the hospital site and other community venues and the wider one public estate to optimise effective use of our Place estate. We will embrace opportunities such as Transforming Nuneaton to develop a community health and wellbeing hub.



People strategy:

We will develop the hospital as a centre of excellence in training and education acting as an anchor organisation within our place. We will develop the skills of our existing and prospective leaders so they can thrive within our local health and care system. We will support our collective workforce by implementing the NHS People Plan. We will encourage multi-disciplinary working, portfolio careers, and joint employment, bridging the gap between primary and secondary care, developing clinical capabilities and increasing the diversity of our workforce.



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Next Steps:

- 1 Work with our Place partners to develop a road map for implementing our clinical strategy
- 2 Work with our system partners to align our clinical strategy to system clinical strategy
- 3 Work with our patient advocates to share our clinical strategy with our local communities
- 4 Develop measures for success so we can evaluate the impact of our clinical strategy
- 5 Share improvement stories as we deliver on our plans.



'Our vision is to excel at patient care'



Working in partnership

NHS
University Hospitals
Coventry and Warwickshire
NHS Trust

NHS
Coventry and Warwickshire
Clinical Commissioning Group

NHS
South Warwickshire
NHS Foundation Trust



Warwickshire Primary
Care Networks



Warwickshire North Health
and Wellbeing Partnership



Warwickshire Community
and Voluntary Organisations

