

## **HEALTH OVERVIEW AND SCRUTINY COMMITTEE**

### **8 OCTOBER 2019**

## **WORCESTERSHIRE ACUTE HOSPITALS NHS TRUST**

### **CLINICAL SERVICES STRATEGY**

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#### **Summary**

1. The Health Overview and Scrutiny Committee (HOSC) is to receive an update from representatives of Worcestershire Acute Hospitals NHS Trust (the Trust) on the development of their Clinical Services Strategy.
2. The aim of the Strategy is to set out:
  - Detailed plans to deliver further immediate improvements to quality, safety and efficiency of services
  - An ambitious vision of what local hospital services could and should look like in five years' time
  - An outline of how that vision could become a reality
  - A commitment to ensuring that the Trust's hospitals sit at the heart of a network of joined up, high quality, sustainable health and care services that meet the changing needs of people in our local communities now and in the future
  - A guide to how the Trust will ensure that its strategy aligns with, and supports, key local and national health and care policies and plans - including those set out by the national NHS Long Term Plan (LTP) and the Herefordshire and Worcestershire Sustainability and Transformation Partnership (STP).

#### **Background**

3. The Trust is currently developing a Clinical Services Strategy in line with its strategic purpose of 'Putting Patients First' and to support its overall strategic objectives of:
  - Best services for local people
  - Best experience of care and outcomes for patients
  - Best use of resources
  - Best People.
4. The aim of the Strategy is to help secure the safest, highest quality, sustainable hospital services for patients from across Worcestershire and neighbouring counties
5. Many of the drivers for change will already be well known to HOSC Members and are consistent with challenges faced by many parts of the NHS, including: more people living longer; more patients living for many years with complex and/or multiple long term health conditions; a shortage of doctors and nurses, particularly in some

highly specialised areas; a continuing financial challenge, with additional pressure coming from the rapid development of new treatments, techniques and medicines.

6. The Trust also recognises a number of opportunities which will inform the development of the strategy, including: the availability of new technology; the chance to develop innovative roles and ways of working; a growing recognition among all health and care organisations that future success, security and stability will come from collaboration, not competition.

7. The development of the strategy began in the summer of 2019 with extensive engagement with clinical teams. Those teams were then supported to set out a detailed vision for the future of their services.

8. Alongside ongoing engagement with clinical teams the Trust has also sought the views of partner organisations and other stakeholders (including thorough discussions at an engagement event in August) and patient groups (through an engagement event in September).

9. Feedback from this engagement activity is being used to help shape an outline strategy document for further discussion by the Trust Board

10. Although that document is still being drafted, there are a number of themes/priorities which have already been widely discussed and which will feature in the Strategy; these include:

**11. The need to develop a comprehensive and responsive urgent and emergency care system:**

- To reduce the number of patients attending Emergency Departments (EDs) who do not need acute specialised support, the Trust will work with partners to review alternative pathways and ensure that EDs have the necessary support to direct patients to the most appropriate services and pathways both inside and outside of hospital
- Patients and the public have shared their views on how difficult they find it to navigate the current system and there is a clear need for urgent and emergency care to be better coordinated in the future.

**12. A clear and substantial role for the Trust's hospitals - maximising capacity to deliver safe and responsive services on a countywide footprint:**

- Each of the Trust's sites will have its own clearly defined role and range of services - some services will be anchored on one, others will have different elements on different sites (such as emergency treatment on one site and elective on another) while others may be provided across all three sites.

**13. Integrated care:**

- The Trust aspires to be a trusted and effective partner in delivering solutions to the some of the critical challenges faced by the local health and care system, for example supporting people living with frailty and patients nearing the end of their lives
- The Trust will support the development of primary care at scale to deliver integrated care ensuring that across a range of long-term conditions, the right care is in place at the right time.

14. The developing document will be discussed by the Trust Board later this month.
15. Further engagement with clinical teams will take place to enable them to refine the specialty-specific plans which will underpin the strategy.
16. The Trust is also committed to engaging with partners, stakeholders and patients and the public as it develops detailed implementation plans to support the objectives of its strategy.

## Purpose of Meeting

17. HOSC Members are invited to consider and comment on the discussion and determine whether any further information is required at this stage.

## Supporting Information

Appendix 1 – Presentation Slides

### Specific Contact Points for this Report

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### Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are the background papers relating to the subject matter of this report:

- Agenda and Minutes of the Health Overview and Scrutiny Committee on 9 April 2019, 26 November, 5 July and 29 January 2018, 19 July and 17 October 2017, 27 April, 19 July and 26 September 2016, 16 September and 9 December 2015, 27 April and 16 November 2016  
<http://worcestershire.moderngov.co.uk/ieListMeetings.aspx?CommitteeId=141>
- Care Quality Commission reports:
  - (September 2019)  
[https://www.cqc.org.uk/sites/default/files/new\\_reports/AAAJ3438.pdf](https://www.cqc.org.uk/sites/default/files/new_reports/AAAJ3438.pdf)
  - (June 2018)  
[http://www.cqc.org.uk/sites/default/files/new\\_reports/AAAH2451.pdf](http://www.cqc.org.uk/sites/default/files/new_reports/AAAH2451.pdf)
  - (January 2018)  
[http://www.cqc.org.uk/sites/default/files/new\\_reports/AAAH0798.pdf](http://www.cqc.org.uk/sites/default/files/new_reports/AAAH0798.pdf)
  - (June 2017)  
[http://www.cqc.org.uk/sites/default/files/new\\_reports/AAAG5822.pdf](http://www.cqc.org.uk/sites/default/files/new_reports/AAAG5822.pdf)
  - (December 2015)  
[http://www.cqc.org.uk/sites/default/files/new\\_reports/AAAD7712.pdf](http://www.cqc.org.uk/sites/default/files/new_reports/AAAD7712.pdf)