



Worcestershire
Acute Hospitals
NHS Trust

Our Clinical Services Strategy to 2025



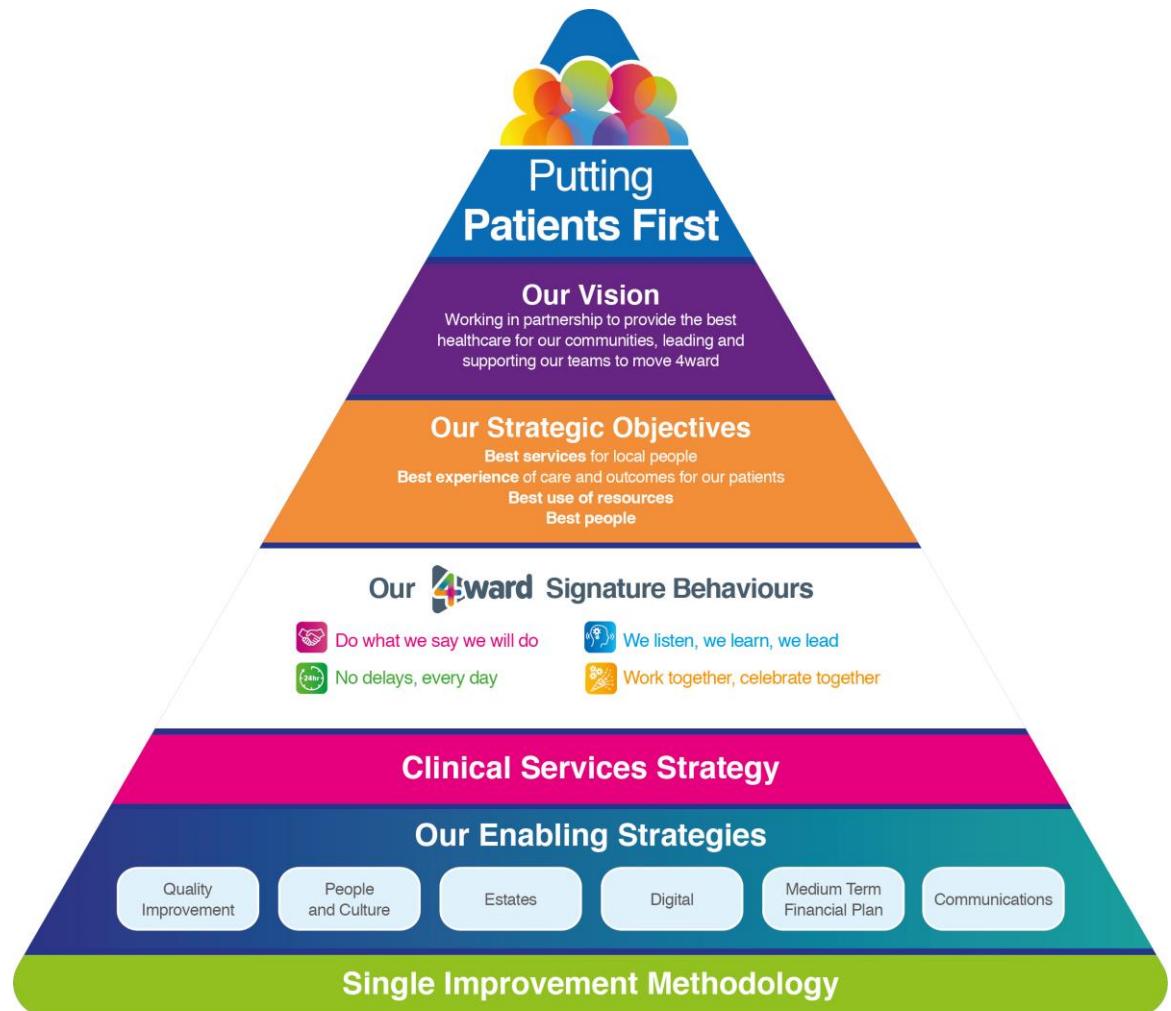
Putting Patients First

Our Trust Strategy

Putting Patients First

Our patients have told us they'd like services that:

- Are more joined up
- Are easier for patients to access and find their way around
- Provide better support for choice, decision - making, prevention and self-care
- Are as individual / responsive to a patient's needs as possible





The Context for our Clinical Services Strategy

The NHS Long Term Plan Jan 2019

- **Delivering a new service model for the 21st century**
 - Transform out of hospital care
 - Reduce pressure on emergency hospital services
 - More person-centered care with improved outcomes
 - Digitally enabled care
 - Better care for major health conditions
 - Prevention, population health and integrated care



Our Clinical Services Strategy



- We have identified three key areas of activity that shape our future:
 - End to end integrated care
 - Comprehensive and responsive urgent and emergency care
 - High quality, dependable acute and specialist planned care



Our Clinical Services Strategy at a Glance



Personalised,
more anticipatory
INTEGRATED CARE for
people living with a long
term condition or frailty
and at end of life.



Easily accessible,
comprehensive,
co-ordinated **URGENT & EMERGENCY CARE**.



High quality, dependable
ACUTE, SPECIALIST & CANCER CARE delivered
in partnership from local
centres of excellence.

Faster **ACCESS** to more responsive services
ACCESS to more care delivered closer to home
Greater digitally - enabled **ACCESS** to care

Improvement in access and outcomes
for our patients

Improvement in population
health outcomes



A Hospital Without Walls

Integrated Care

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Integrated Care



- **Priority plans for integration with primary and community care**
 - Care for people living with frailty
 - End of life care
 - Care for diabetes and respiratory disease
- **Priority plans for collaboration with secondary care (WVT)**
 - Stroke care and neurology
 - Clinical haematology
 - Renal disease
 - Interventional radiology and pathology
- **Our lead role in the H&W Local Maternity System**



Urgent and emergency care

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- Priority plans

- A single point of access / triage for all UEC options across the local system
- A full range of **same day emergency care** services supporting the front door of our hospitals with 'home first' embedded across all inpatient care
- **Frailty and end of life care** specialists supporting care at the front door - reducing avoidable admission and supporting frailty care from the start of admission to reduce the risk of hospital acquired functional decline
- More **generalist roles vs specialist** roles to care for those with multiple morbidities including a much expanded older people/ frailty workforce
- **Direct, rapid assessment, diagnosis and treatment pathways** for hyper acute care including stroke, PPCI and AAA
- A full scale **paediatric assessment unit** at WRH supporting the ED



Acute and Specialist Planned Care

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Clear roles for our three hospital sites

Alexandra Hospital Redditch

– Local Acute Hospital

- Adult emergency department
- Adult acute medical services
- Centre for planned surgery and ambulatory trauma
- Diagnostic and other clinical support services
- Outpatient – based services

Worcestershire Royal Hospital

– Major Acute Hospital

- All age emergency department
- All age acute medical services
- Hyper-acute STP services
- Major and emergency surgery centre
- Inpatient trauma unit
- Consultant – led maternity and neonatal care
- Inpatient children and young people's care
- Radiotherapy centre
- Diagnostic and other clinical support services
- Outpatient – based services

Kidderminster Treatment Centre

- Minor Injuries Unit
- Centre for day case and short stay surgery
- Diagnostic centre
- Outpatient – based services





Acute and Specialist Planned Care

- **Priority plans**

- Increase the **number and complexity of surgical services/procedures** delivered at the AH e.g. orthopaedics, breast, gynaecology, benign upper GI surgery, vascular, ambulatory trauma
- Increase the range of **day case / short stay** activity at KTC
- Modernise the outpatient service model adopting digital solutions to **reduce face to face consultations** and working in partnership to optimise pathways for follow up care
- Develop a **strategic partnership** with a specialised provider for cancer and other specialised service delivery, initially for oncology, urology and head and neck cancer.
- Plan for the appropriate capacity to meet the predicted increase in **elective demand** from an ageing population e.g. cancer and other life limiting conditions, ophthalmology and T&O



A Strategy for Sustainability

Our Clinical Services Strategy is designed to:

- Tackle, **in partnership**, the most significant challenges to health and to the sustainability of our local healthcare system and improve outcomes
- '**Right size**' **our hospital services and our workforce** and redress the current imbalance between acute specialist care and sub - acute care delivered from our hospital beds.
- Transform our approach to a **sustainable workforce underpinned by our ambitious digital strategy**.
- Put in place plans that will support **continuous sustainable improvement** to the quality and safety of services.
- Unlock the systemic issues that are the root cause of our access and performance problems and **dramatically improve the responsiveness of the services we provide**.
- Lead the way in **changing risky behaviours within the population** through a variety of touchpoints and by making 'every contact count'.



Taking our Strategy 4ward



We will begin our journey to 2025 by intensively engaging our teams and our partners in this strategy for our services:

- Internal:
 - All staff November 2019
 - Specialty workshop in January 2020
- External:
 - Integrated Care System partners
 - HOSC, Healthwatch and PPFs
- We are building our year one priorities into our 2020/21 annual business plan and these will also be reflected in our contract negotiations with our commissioners



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*Thank you for listening
and for engaging with us – please
have your say:*

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