

Whittington Health: 5 year Strategic Plan, 2011–2016

Executive Summary



The ever growing need to provide comprehensive care to our local population, combined with the transfer of community services, provides a unique opportunity for Whittington Health to deliver improved integrated pathways of care. At the same time, the financial position of the NHS requires us to find a sustainable model of care that is able to deliver improvements in outcomes that matter to patients, for every pound spent.

Our achievements to date

Today we have an excellent reputation based on some outstanding achievements. In the Whittington we have achieved one of the lowest Standardise Mortality Ratios, demonstrating our commitment to excellent clinical care. We have achieved year on year improvement in our Care Quality Commission inpatient survey, underlining our commitment to patient experience. And we have implemented the “co-creating health” programme across our Diabetes service, an innovative approach that changes the culture between people with long term conditions and the clinicians who treat them, demonstrating our commitment to patient centred care.

Our five year vision

Our mission is to provide the best quality healthcare to our population, supporting self-care, collaborating with GPs, local authorities and other partner organisations, and educating the next generation of clinicians. Over the next five years our vision is:

To be a nationally recognised provider of local, integrated, population-focused care – delivering excellent care and experience for our patients and users and tangible health improvements for our population, in a clinically effective and financially sustainable way.

As a single organisation bringing together primary, community and hospital care, we are uniquely positioned to ensure our services are shaped around the needs of patients, service users and the local population. This will allow us to deliver excellent care and experience in the most appropriate care setting.

Our strategic goals

By 2016, our specific goals are to:

- **Deliver high value care for patients and users – to ensure we can deliver services that improve outcomes that matter to patients and users per pound spent.** We will be dedicated to organising in a way that delivers results for patients, users and populations whilst also reducing waste and ensuring a financially sustainable position for our organisation and the health economy. We will regear our services to functioning seven days a week, to ensure maximum access and support to our population, and driven through more efficient use of resources. We will ensure our

back office functions are delivered in the most efficient way possible to support focus and investment in front line care.

To support delivery of this we will:

- **Provide Care in the Right Place at the Right Time – to ensure patients and users get access to the best care when they need it.** By concentrating on the needs and preferences of patients, we intend to ensure the hospital provides services that only the hospital can provide, and in turn transfer a significant part of the demand for hospital services into community and primary care settings (including patients' own homes).
- **Promote Patient Empowerment – to promote self-management and support all patients with long term conditions to manage their conditions.** We will build on the “co-creating health” programme to embed self-management support within mainstream health services across the organisation, and equip patients and clinicians to work in partnership to achieve better outcomes. By 2016 all patients will be offered support for self-management, and all clinicians will be trained to facilitate them to do so.
- **Deliver top quartile performance – to ensure all of our services are achieving excellence.** We will routinely benchmark all that we do to deliver top quartile performance in clinical quality, patient experience, service efficiency and financial position for every specialty and service we provide.
- **Improve the health of local people – to improve life expectancy and reduce premature mortality by identifying people at risk and intervening early.** We will ensure that health promotion and proactive prevention is embedded in the roles of all of our staff. We are committed to supporting delivery of healthy lifestyle plans to reduce smoking; encourage healthy eating and physical activity; and promote better mental health. We are committed to supporting efforts to reduce the health inequalities that exist in our local population. We will work with our primary care community to help us deliver on these commitments and to support appropriate demand management for the population.
- **Create a culture of innovation and continuous improvement – to be a more efficient and effective learning organisation and to ensure quality and caring is at the heart of all that we do.** In order to help us achieve our vision, and to meet the challenges of quality improvement in times of financial constraint, we need to be innovative: we will do things differently to achieve large gains in performance. We recognise that these innovations will come from the staff working within our organisation. We will therefore ensure that leaders support and create a culture in their departments and across the health system that channels the energy of all staff into innovating whilst maintaining a focus on quality and caring. Our education and development programmes will support this.

Our future organisation

The Whittington site will be transformed to reflect the shift of focus from being a hospital to being a population provider. We will maintain 24/7 access to care. A step change in

efficiency will be achieved by continuing to change the way we work. We are committed to ensuring that we take a whole pathway approach to care – from prevention and primary care through to acute and rehabilitation. To achieve this, our portfolio of community services will play a fundamental role, and strong integration with social care will be essential.

Effective partnership and communication across professional groups and organisations will be critical to success. We are committed to working closely with colleagues at UCLH, North Middlesex Hospitals, and Royal Free Hospital; at Barnet, Enfield Haringey, and Camden and Islington Mental Health Trusts; at the Local Authorities in Haringey and Islington; and with the London Ambulance Service.

To help deliver this strategy, we will fulfil our ambition to become a Foundation Trust as soon as possible. In addition, we will develop the following enablers to support delivery:

- **Clear accountability.** Teams will have a collective responsibility to ensure patients and users receive high quality care, but at all times there will be clarity on who is accountable for each patient, helping ensure that appropriate services are delivered with no duplication or unnecessary utilisation of services. We will embed this clear accountability in our combined teams across acute, community, primary care and social care.
- **Financial incentives.** We will work closely with commissioning consortia to agree financial systems that will ensure our reimbursement mechanism is consistent with the model of care we are committed to delivering.
- **Information.** We will ensure high quality, efficient care and information-sharing across all providers, with easy access to up-to-date patient records; and opportunities for accurate risk profiling and predictive modelling to support proactive and consistent care.
- **Education.** We will grow our profile as a leading campus for training medical and clinical staff. We will work with education providers to adapt training methodology and content to reflect the breadth of Whittington Health's services, and to ensure we are educating clinicians with skills to work in tomorrow's world.
- **Service Improvements.** We will promote clinical audit and participation in research and trials to support continuous improvement.
- **Estates.** We will ensure the premises from which we deliver care are fit for purpose, and remodel them as required based on population needs.

Our measures of success

What will success look like? Delivering on our vision and strategy will create the following outcomes for our stakeholders:

- **For local residents,** success means access to services when they need them, 24 hours a day, 7 days a week, and support in maintaining a healthy lifestyle.
- **For Whittington Health patients and service users,** it means improved care, co-ordination and communication across services, and improved experience.

- **For Whittington Health staff**, it means continually improving and innovating, and having pride and high morale in our work. Staff will need support, training and development to help them achieve their best.
- **For the NHS**, we offer a completely innovative model of local provision that is focused on the needs and preferences of the population and patients, and provides high quality services per pound spent.

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