

2017 Vision:

Transforming Healthcare for Tomorrow

Five Year Strategy 2013-17

December 2012



Whittington Health Five Year Strategy

2017 Vision – Transforming Healthcare for Tomorrow

1. An ageing population, rising birth rates, higher costs of treatments, a growing number of people with long term, often multiple, conditions, are all putting pressure on health services at a time of tight public finances. Providers meanwhile are faced with rising A&E attendances, higher costs of new commissioning standards, increased competition, growing public expectation of their care experience, and flat cash.
2. Compared to how healthcare is currently delivered, going forward the NHS and Whittington Health will have to provide more care to more people with less money. At the same time we also have to improve significantly people's experience of care.
3. Across the NHS, healthcare delivery will have to change significantly to meet the challenges. Integrated care, delivered as close to home as possible, is seen as a major solution at a national level. Locally, Whittington Health began this journey in 2011. Our core strategy over the period 2013-17 is to build at pace on our early successes in integrated care. We will continue to transform to provide affordable high quality integrated care services that meet the needs of our users and which are demanded by our commissioners.
4. Our vision is for a "Whittington Health 2.0" – providing new healthcare solutions at every level of care to create a healthier future for our patients, families and communities. We will continue to explore new and innovative ways to engage with patients and service users, helping them to achieve their health and healthcare goals, with our commissioners and partners.
5. Our ambition within the next two to three years is to secure our position as the high quality low cost provider of choice for the diverse population of North London when they need rapid assessment and treatment services as close to home as possible. The Whittington Hospital offers the safety and expertise of a teaching hospital with the convenience and responsiveness of a community hospital. We will continue to improve outcomes and keep costs down by reducing the time patients spend in hospital; where they are able to be treated in the community we use new technologies to improve communication and deliver more efficient, affordable and effective care close to home.
6. Already a pioneer in integrated care, we will collaborate proactively in partnership with commissioners, social care, education, GPs and other healthcare providers to expand patient access to care, improve care co-ordination, and achieve the triple aims of improved health outcomes (quality), lower total healthcare costs and increased patient satisfaction.

7. From this platform and in partnership with others we will then not only compete effectively for the provision of those current services which are core to our strategy but also develop the reach of those services into other geographic markets, developing further scale and resilience.
8. The strength of our current and future partnerships will enable Whittington Health to lead delivery of our integrated care model in an increasingly competitive environment. For example,
 - While the great majority of our community service users are from Islington and Haringey, we also provide services in Camden, Barnet and Enfield. Our strategy is to strengthen our services in our current core local markets and then grow our community services into other areas as opportunities are identified. Through community services we are currently linked to 331 GPs in 91 practices across the two boroughs and also to North Middlesex Hospital and UCLH. We will build on these relationships.
 - Our relationship with general practice is very important to us. We have a GP, Dr Greg Battle, on the Trust Board who ensures that primary care views are informing strategic decision-making and direction. GPs, as healthcare providers and commissioners of services, are our critical operational partners in delivering our integrated care model and we will continue to develop these relationships as the commissioning environment evolves.
 - To support care co-ordination, we are implementing a new electronic patient health record (EPR) that is scheduled go live in May 2013 for the hospital and to be rolled out to the community in April 2014. The EPR incorporates a dedicated portal providing GPs with immediate access to their patients' medical records. It will also interface with social care systems. We will in addition implement electronic document management systems to enable the Trust to operate in a digital environment without paper by 2015.
 - By partnering with other healthcare providers, we will be able to focus on our areas of strength, whilst offering seamless transition across care settings and also improving the efficiency, affordability and quality of care. We already collaborate with UCLH, Royal Free, Great Ormond Street, Camden and Islington Foundation Trust, and Barnet, Enfield and Haringey, to provide specialist medical, surgical and specialty care including maternity, paediatrics and mental health and also some back office functions. Further extending these partnerships will enable us to build on our strengths, deliver services which are consistent with our strategy while providing resilience and flexibility where scale is required. Patients and families want joined up care, and part of that is dependent on how well we work together with our healthcare partners.

9. Our strategic goals and the needs of communities in North Central London will best be met by Whittington Health as an independent organisation with a clear mission and vision focused on the provision of highly efficient, flexible and affordable integrated healthcare to meet tomorrow's challenges.
10. Our plan sets out the main steps required to achieve the necessary changes in services, work-force, resources and also the leadership, risks and assurance processes to oversee these and protect patient care whilst delivering significant ongoing transformation.
11. To underpin the delivery of our strategy, we have set five key goals which mean that we will:

a) Integrate models of care and pathways to meet patient needs

- Whittington Health is integrated with Islington Council's Social Care and Education departments, and works in partnership with Haringey Council. As an integrated health and care organisation, we will continue to work in partnership with local authority colleagues in social care, education and public health to improve the health and wellbeing of our communities.
- We will work with primary care partners to co-develop and deliver integrated care through multi-disciplinary locally based hubs. Whittington Health set up the first such model in East Haringey in July 2012 and the programme is being rolled out across Islington and Haringey in response to commissioner demands. The model involves GPs and partner organisations participating in weekly teleconferences to improve the co-ordination of care of their patients. This will facilitate further risk stratification and care planning for high risk patients whilst also utilising a virtual ward model in close collaboration with hospital specialists.
- The Whittington Hospital will continue to examine areas where, consistent with our strategy, we can integrate services further to improve outcomes for patients. For example:
 - We already share care pathways with UCLH and the Royal Free hospital in specialist areas such as cancer, vascular surgery, stroke, heart attacks and ophthalmology.
 - As one of only seven accredited bariatric service providers in England, we provide bariatric services to North Central London and are increasing provision of bariatric surgery to residents of other parts of England.
 - We have been selected as the hub for integrated TB services in North Central London following a competitive process.

- We are working with Camden and Islington Foundation Trust to improve the care of patients with comorbid physical and mental health conditions.
- We are providing UCLH with medical bed capacity with a view to further repatriation.

b) Ensure “no decision about me without me”

- To enable us to engage with patients, service users and the communities we serve, our interactive website “WH Direct” will provide information about our full range of services including waiting times in ED and clinics in real time. Timely access to services and a commitment to shared decision making is a critical part of our strategy to improve the patient experience.
- Our patient portal called “My WH” will provide on-line access to personal electronic health records 24/7, enabling people to play a more active role in managing their own healthcare. The self service portal will allow patients to choose and book appointments, view and file letters and test results, and communicate directly with their health care professionals in a secure digital environment.
- We will provide ongoing support to patients, service users and carers through our range of patient education and self management programmes. We will continue to train our staff in working collaboratively with individuals and their carers so that they can act as coaches and enablers to support people to manage their condition/s. Additional funding from The Health Foundation for 2 years will enable us to further implement self management support.
- Becoming an NHS foundation trust will further support and strengthen our engagement with patients through our members and governors.

c) Deliver efficient, affordable and effective services and pathways that improve outcomes

- Whittington Health will continue to evolve its services from a focus on either hospital or community based care, to an integrated service with care provided in the environment best suited to the patient. This in turn will deliver higher quality, better outcomes but lower cost services. The Trust’s plans reflect the detailed evolution in services, workforce and skills mix, hospital wards and bed numbers, technology and key partnerships to achieve this.
- The main elements of service redesign and delivery include:

- The Urgent Care Centre will continue to provide rapid assessment and treatment for patients with urgent primary care needs and minor injuries.
- ‘Home on the same day’ will be provided to those people for whom it is suitable. Doctors will diagnose and initiate treatment that can be continued at home, with support from the “Whittington Health @Home” team of nurses and therapists if needed. The ‘Whittington Health @ Home’ care team will also facilitate in-patients to return home as early as possible, reducing length of stay, improving patient experience and ensuring delivery of high value care in an affordable fashion.
- The majority of patients undergoing planned investigations and surgery will be efficiently treated in our state of the art Diagnostic and Treatment Centre, where day surgery (up to 23 hours) will be the norm. Patients will be provided with comprehensive after-care information, including how to make contact with their attending consultant on discharge.
- Acutely ill patients needing in-patient care will be admitted via one of three streams: cardio-respiratory, abdomen (gastroenterology, surgery and gynaecology) and loco-motor (musculoskeletal, orthopaedics and chronic pain). Those who require specialty care which isn’t available at Whittington Health will be transferred to specialist provider partners.
- Every patient will receive “Enhanced Recovery” care packages that have already been implemented successfully in surgical patients and shown to help patients get better sooner. Patients are able to return home and resume full activity quicker after episodes of acute illness. Clinical teams will use Milliman Care Guidelines to help guide care and discharge planning.
- Deteriorating patients will be cared for in the intensive care unit or in appropriate wards by the critical care outreach team. Continued innovation will ensure we retain our position as one of the safest hospitals, building on our performance as the Trust with the lowest Summary Hospital-level Mortality Indicator (SHMI) in the UK for the last five quarters.
- Following an out-patient consultation or an acute care episode, some patients may need a follow up appointment. Unless a face to face review is required, patients will be offered a choice of telephone, Skype or e-consultation, implementing the NHS’s ‘digital first’ strategy.
- High risk groups including the frail elderly and very complicated patients will be allocated a named care coordinator who will be responsible for organising all aspects of their care. The care coordinator will be a member of the local Integrated Primary Care teams. Through a “Rapid Response” and Reablement service, patients will experience timely and seamless discharge.

- People with long term conditions will be offered a personalised care plan that reflects their preferences and agreed decisions. They will be supported to manage and monitor their condition at home with telehealth and telecare, thereby reducing the need for frequent outpatient follow-ups.
- Caring for women and families during pregnancy and in the early years for their children will continue to be core services at Whittington Health. We will ensure every woman has a named midwife who is responsible for ensuring she has personalised, one-to-one care throughout her pregnancy, childbirth and during her postnatal period, including additional support for those with a maternal health concern.
- Our health visitors, nurses, therapists and paediatricians work together with schools and children’s social services to support and safeguard vulnerable children. Sick children will be looked after as close to home as possible. For children who attend A&E, ‘Home on the Same Day’ care will be the standard model of care. We plan to build on the success of the single point of access to our integrated children’s services by improving access to acute paediatricians in the community and developing our links with neighbouring providers.
- Our IT systems and IT strategy will enable integrated data collection, including from GPs, monitoring and reporting along each care pathway, wherever care is provided.

d) Improving the health of local people in the community

- Whittington Health provides a comprehensive range of services in the community to keep people healthy and, wherever possible, out of hospital. These range from preventive services such as smoking cessation, health visiting, school nursing and speech and language therapy, to community nursing, therapy services, podiatry, dentistry, paediatrics, audiology, substance misuse, learning disability and wheelchair services.
- The Michael Palin Centre for stammering children and Simmons House, a Tier 4 Child and Adolescent Mental Health inpatient unit are just two of our many award winning services that are leaders in their respective fields.
- By being embedded in the community and engaged with the CCGs and local authorities through the Transformation Board and Health and Wellbeing Boards, we will ensure that every interaction with patients and service users is used as an opportunity to contribute to the wider health improvement objectives.

e) Change the way we work by building a culture of education, innovation, and continuous improvement.

- Whittington Health is the right size and shape to compete effectively in its marketplace. This promotes the opportunity for more flexible, creative and rapid diffusion of innovation and change. Partnerships with other organisations in turn ensure that we also have access to high quality staff and education, new approaches, research and ideas.
- Partnerships currently in place include those with our neighbouring trusts and FTs, councils, GPs and CCGs. We will continue to strengthen a number of these relationships and build lasting strategic partnerships. We will also build on our collaboration with the voluntary sector, such as with Marie Curie Cancer Care where we already have matched funding for posts.
- We aspire to provide the highest quality education and training for tomorrow's healthcare professionals in partnership with UCL Medical School and Middlesex University. Our strong education culture gives us a unique opportunity to design the education and training of the future clinical workforce towards the needs of the local community. Building on our reputation as a top education and training provider, we will focus on the delivery of excellence in clinical placements in hospital and community settings, and in the interface between the two.
- Our clinicians are committed to providing a high level of academic and pastoral support for all of our clinical trainees. We are proud of our partnerships with Medical Royal College in the delivery of clinical workplace based assessments and examinations. Our expertise in integrated care, together with our passion for education, training and assessment allows us to become one of the education providers of choice for the newly formed Local Education and Training Board (LETB) which is seeking to commission more community based clinical placements .
- Being part of UCL Partners, the UK's largest AHSC, provides us with further opportunities to work with healthcare providers, higher education institutions and industry to build further partnerships, access ideas and develop innovations.

12. In conclusion, Whittington Health's five year strategy sets out to build on the progress already made and to transform in a planned manner its healthcare services for the future. In so doing, it will reshape the relationship between professionals and patients and service users, replacing a culture of deference with one where the service user is at the centre of the services we deliver.

13. Our ambitious but detailed plans are clinically-led, patient focused and underpinned by future commissioner demands to improve value, delivering higher quality care at lower cost. The implementation of the strategy will entail significant changes to patient pathways, our workforce, IT systems and estates and we have plans to transform these. The measures by which we will assess progress towards delivery of our strategy, our five core goals and our overall vision are described within our plans. Successful delivery will enable

Whittington Health to fulfil our role as a high quality independent health partner for the people and communities we serve, and in due course from a secure platform of strength, into other regions and services beyond.

Dr Yi Mien Koh

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