



St George's Healthcare NHS Trust: the next decade

Trust Clinical Strategy 2012 – 2022



Approved January 2013

This page is intentionally blank

Contents

Introduction	5
Overview of St George's clinical services	6
Our mission, vision and values	8
Our guiding principles (values)	9
St George's clinical services in 2022	10
Actions we need to take to deliver our clinical vision	12
- Design pathways to keep more people out of hospital	14
- Redesign and reconfigure our local hospital services to provide higher quality care	16
- Consolidate and expand our key specialist services	18
- Continuously improve clinical quality	20
Supporting strategies	22
Implementing our clinical strategy	23

◆ What is a clinical strategy?

Our clinical strategy is the most important part of our trust strategy. Our primary purpose is to deliver high quality care to our patients and service users, and our clinical strategy describes how we intend to develop and improve our clinical services. All our other strategies will support us to do this.

◆ Why update it now?

We are proud to have delivered the key components of the clinical services strategy '*Creating Our Future*' that we set in 2005. We have become a heart attack centre, a hyper acute stroke centre and one of London's four major trauma centres. In 2010, we integrated with Community Services Wandsworth and are now one of a small number of healthcare organisations in England offering the full range of health services – from care and support to people at home through to highly specialised care for patients with the most complex needs. However, both the NHS and the delivery of healthcare are changing and we now have the opportunity to set a compelling vision for the future of our services.

◆ How has the clinical strategy been developed?

This strategy has been developed following extensive analysis of ourselves and our environment, taking into account the plans and strategies of our commissioners, how healthcare is changing and a view of our own strengths and weaknesses.

We have undertaken wide engagement with our staff, patients, the public and referring GPs and put this together with our analysis to produce the proposals in this strategy.

◆ How will the clinical strategy be used?

This strategy sets out what we want to achieve for our clinical services over the next 10 years. Our clinical strategy will be supported by a set of enabling strategies, such as a quality improvement strategy, estates strategy, research strategy, education strategy, workforce strategy and many others, which will each add more detail.

Our clinical divisions will use this strategy to frame their annual plans. These annual plans will incrementally move us towards the delivery of our vision and will be the method by which we are able to determine organisational, team and individual priorities, develop implementation plans and track progress.



Overview of St George's clinical services

St George's Healthcare NHS Trust (St George's) is a large teaching trust in south west London. We provide community services to residents of the London Borough of Wandsworth, local hospital services to 562,000 people in Wandsworth, Merton and south west Lambeth, and specialist services to 3.4 million people in south west London, Surrey and beyond. We are co-located with St George's University of London, which provides unique opportunities for us to strengthen our clinical services through education and research.

Community Services

We provide community services for the residents of the London Borough of Wandsworth. These include community and specialist nursing, health visiting, therapies and school nursing. These services are provided from a range of sites across Wandsworth including within people's own homes, schools, GP surgeries, health centres and clinics. We also provide health services to Wandsworth Prison.

We are one of many providers at Queen Mary's Hospital in Roehampton and we provide rehabilitation services for older people, amputees and people with neurological conditions, outpatients and a minor injuries service.

We know that we need to do more to care for people in or near their homes to prevent the need for people to either attend or be admitted hospital. This is not only better for patients and their carers, but also is more cost effective. To do this, we will need to make sure that we use technology better and also work much more closely with primary care and social care.

Type of care provided by the Trust	2011/12 Activity (to nearest 100)
Emergency Department attendances	
- St George's Hospital site	162,300
- Queen Mary's (Minor Injuries Unit)	17,900
Outpatient appointments	
- St George's Hospital	536,300
- Community Services Wandsworth delivered outpatients and face to face contacts	647,200
Daycases	27,100
Inpatient Admissions	
- St George's Hospital	54,300
- Queen Mary's Hospital	800
Babies delivered	5,200

Overview of St George's clinical services

◆ Local hospital services

Our local hospital services at St George's Hospital cover a catchment population of 562,000 from Wandsworth, Merton and the south west of Lambeth. We provide the full range of medical, surgical and diagnostic services as well as maternity and children's services.

Our A&E Department is one of the busiest in London and we have recently opened an Urgent Care Centre within the A&E Department to enable us to provide patients with the most appropriate care for their condition.

We know that the changing needs of the population and the constraints of the economy mean that in the future we will need to do more with less, and we will need to do this whilst continuously improving quality. Whilst we know that our outcomes are good and our mortality and infection rates are low, we have much to do to improve the experience of our patients. We are committed to addressing this.

This means that we will need to see changes in the way our services are provided, and we have been working closely with commissioners, colleagues and stakeholders across south west London on how best to do this, and the actions we propose are discussed later in this strategy.

◆ Specialist services

We provide a wide range of specialist services to 3.4 million people from south west London, Surrey and beyond. For some services the Trust offers supra-regional and national services (quaternary services). Many of our specialist services are provided as part of clinical networks for which the Trust acts as the clinical hub.

We are one of four major trauma centres, one of nine heart attack centres and one of eight hyper acute stroke units in London. The Trust's stroke service consistently receives excellent reports as part of the sentinel audit which shows the service to be in the top quartile nationally. St George's has been a major contributor to the eight fold increase in survival rates following an out of hospital cardiac arrest in London (4% in 1998 to 31.7% 2011/12).

We are the only provider of inpatient services for paediatric surgery, ear, nose and throat, plastics and maxillo-facial surgery in south west London. We work in partnership with our neighbouring hospitals to deliver these services.

A key strength of the Trust is that is that the vast majority of our acute services are delivered from the Tooting Hospital campus bringing a wide range of clinical expertise together on one site.

We intend to expand and develop our key specialist services to ensure that we can provide the best outcomes for the patients with the most complex needs.

Mission

Our purpose

Mission

To provide excellent clinical care, education and research to improve the health of the populations we serve

Vision

What we want to be





Vision

An excellent integrated care provider and a comprehensive specialist centre for south west London, Surrey and beyond with thriving programmes of education and research

Values

These guide the way in which we work and the behaviours we would expect to see

Values

-  kind
-  excellent
-  respectful
-  responsible



Our guiding principles – values and quality

We have developed a set of values that describe the behaviours we expect our staff to adopt in every aspect of their practice. Below we list the organisational behaviours we expect, linked to these values.

KIND

- ◆ Patients, service users and their carers at the heart of what we do

RESPONSIBLE

- ◆ Use public money wisely and effectively
- ◆ Act as a good corporate citizen

EXCELLENT

- ◆ Focus on quality to drive continuous improvement
- ◆ Focus on the tripartite mission of integrating clinical service, education and research

RESPECTFUL

- ◆ Work in partnership with others
- ◆ Equality

Patients and service users are at the heart of everything we do and our overriding concern is to ensure that we provide them with the highest quality services. This theme of quality improvement runs through our Trust Strategy and is a key component of this Clinical Strategy.

We have taken the national definition of quality, which is divided into the following three domains:

Patient safety – quality care is care which is delivered so as to reduce or eliminate all avoidable harm and risk to the individual's safety.

Patient experience – quality care is care which looks to give the individual as positive an experience of receiving and recovering from care as possible. Our analysis shows that this is where we need focus the most attention.

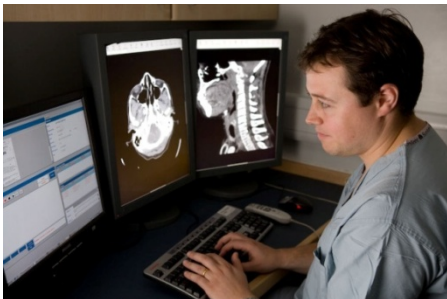
Patient outcomes (clinical effectiveness) – quality care is care which is delivered according to best evidence as to what is clinically effective in improving an individual's health outcomes.

St George's clinical services in 2022

St George's Healthcare NHS Trust's vision is to be an excellent integrated care provider and a comprehensive specialist centre for south west London, Surrey and beyond with thriving programmes of education and research.

The context within which we are operating means that in future we will be expected to deliver better outcomes with better patient experience at a lower cost. Users of our services also tell us that they want more services delivered closer to their homes.

Our clinical strategy sets out our plans for improving our services with a strong focus on improving quality. To achieve our vision we will need to work in partnership with others, including our commissioners and providers of services such as hospitals, community, primary and social care along with the third sector (voluntary organisations).



◆ Renowned integrated services enabling people to live at home

We will work with primary care, social care and the third sector to deliver integrated services for those with long-term conditions, older people and children.

By 2022 we will:

- Be amongst the best for the quality (outcomes, experience and safety) of our community services
- Deliver the majority of care for long term conditions at or near home, keeping hospital stays to a minimum
- Have joined up hospital, community, primary and social care services with people's needs at the centre.



◆ Providing the highest quality local hospital care in the most effective and efficient way

We will provide outstanding quality hospital services for the local population, with as much of the pathway as possible based out of hospital.

By 2022 we will:

- Be amongst the best for the quality (outcomes, experience and safety) of our local hospital care
- Have played a clinical leadership and partnership role in developing improved, high quality and sustainable local hospital services in south west London.



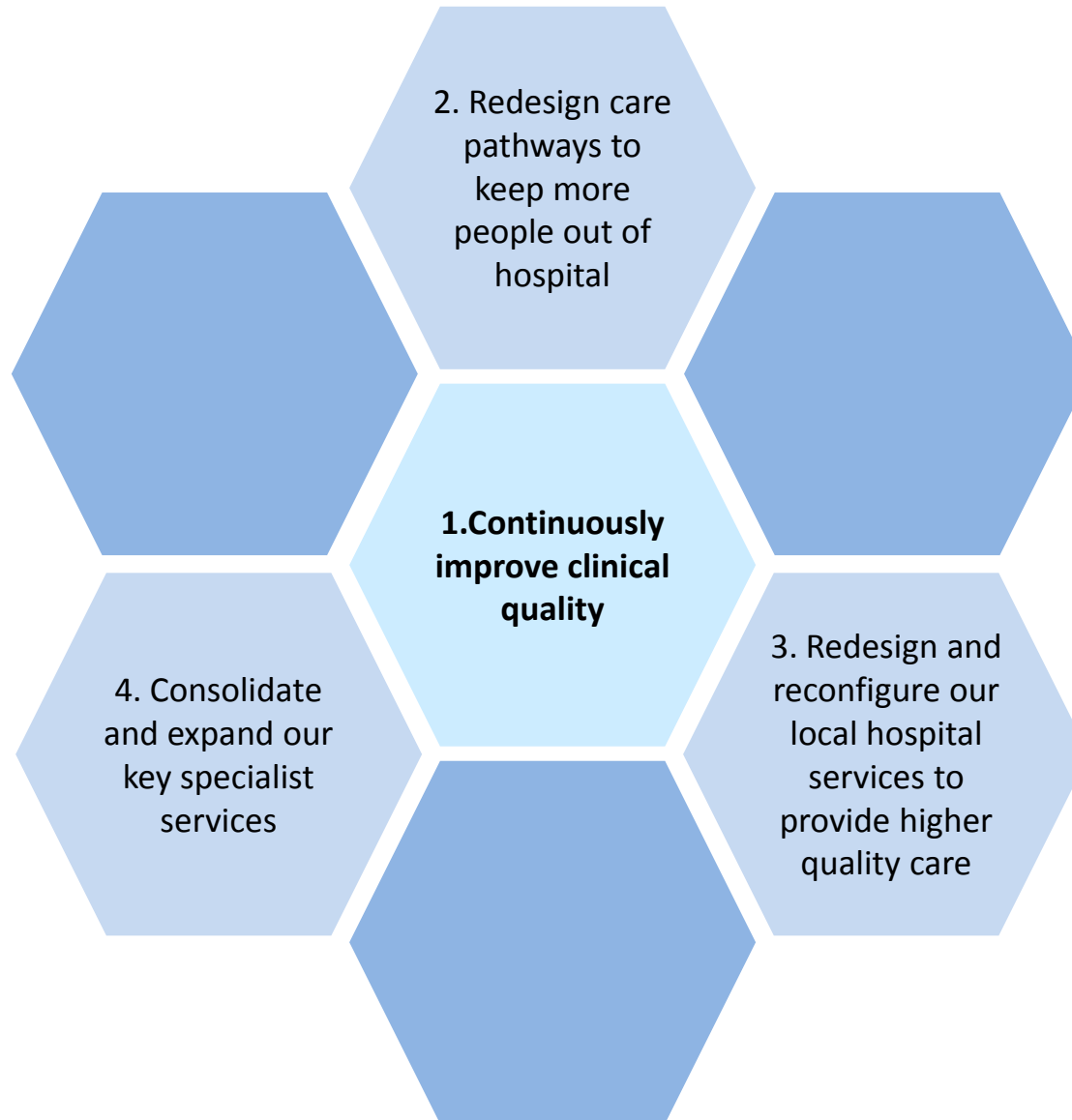
◆ A comprehensive regional hospital with outstanding outcomes

We are and will be the hospital in London with the widest range of specialist services on one site, uniquely placing us to look after patients with complex clinical needs.

By 2022 we will:

- Be amongst the best for the quality (outcomes, experience and safety) of our specialist care
- Have a dedicated Children's and Women's Hospital providing world class care to children and women
- Have expanded our cardiovascular and neurosciences services
- Be a renowned centre for specialist surgery
- Have developed and further improved our cancer services
- Be the renal specialist centre for south west London
- Use our helipad to ensure fast transfer of critically injured patients.

Actions we need to take to deliver our clinical vision



Actions we need to take to deliver our clinical vision

There are four key objectives in the Clinical Strategy: three from the Trust Strategy in relation to clinical services and one in relation to continuously improving clinical quality. These are set out in more detail on the following pages.

1. Continuously improve clinical quality

We know we must continually strive to improve the quality of care we give to our patients. Whilst we have areas of excellence, we know that there are some areas where we must do more work, particularly to improve the experience of our patients. We have refreshed our Quality Improvement Strategy, and this sets out in more detail our aspirations and plans for improving quality. This Clinical Strategy should therefore be read in conjunction with the Quality Improvement Strategy. On pages 14 and 15 are a summary of our current goals for improving clinical quality.

2. Redesign pathways to keep more people out of hospital

Along with others such as primary care, social care and the third sector, we will play a key role in keeping people healthy and well at home. This ranges from keeping people healthy for as long as possible to enable those with a health condition to live as independently as possible in their own home/community. See pages 16 and 17 for further details.

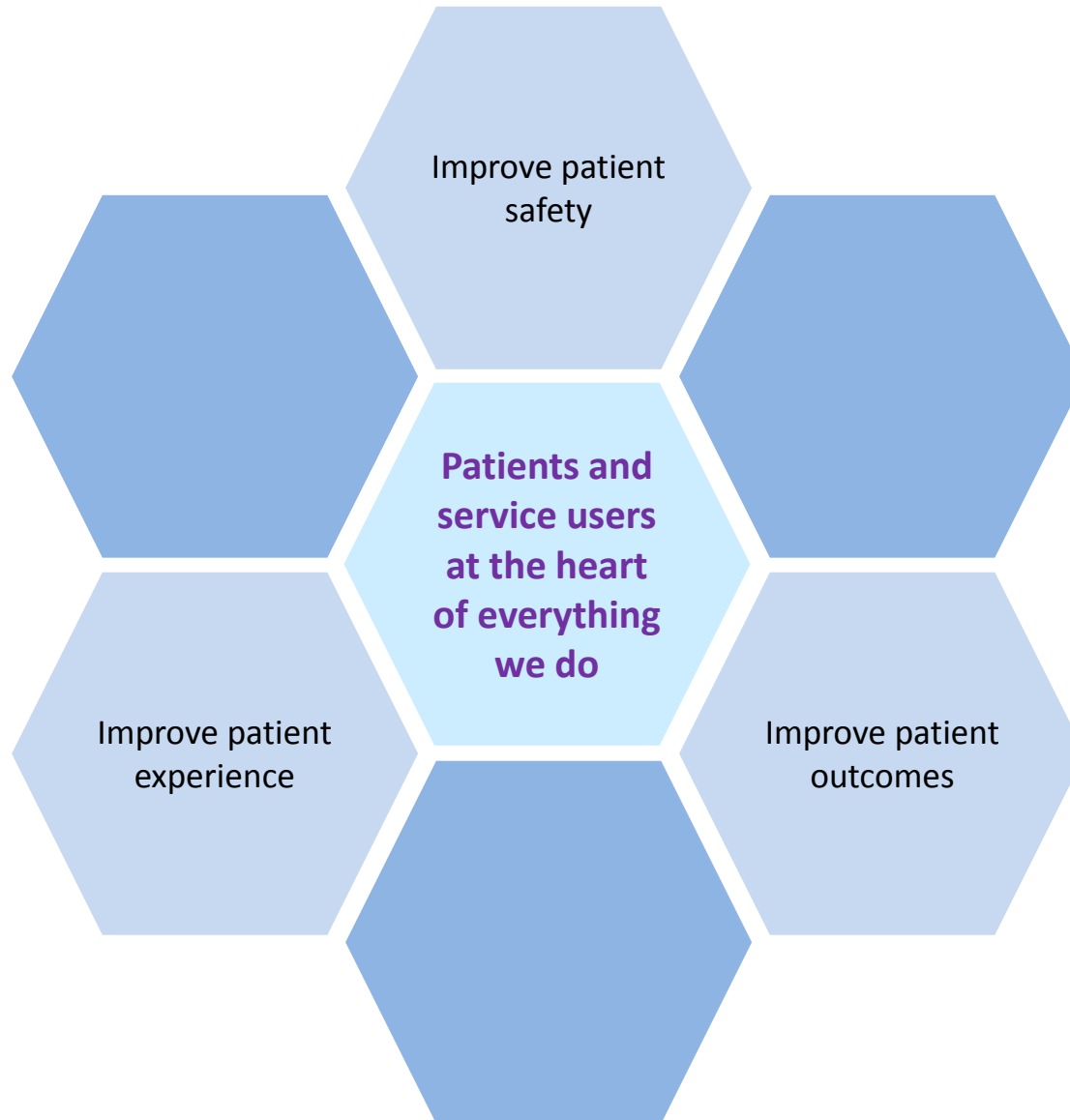
3. Redesign and reconfigure our local hospital services to provide higher quality care

We need to improve the way in which we provide our local hospital services from planned surgery through to discharge planning. As part of the Better Services Better Value Review we will work with other local acute hospitals in south west London to ensure the highest quality, sustainable configuration of clinical services. See pages 18 and 19 for further details.

4. Consolidate and expand our key specialist services

We will work to ensure that south west London continues to have access to a comprehensive range of specialist services available locally at St George's Hospital. See pages 20 and 21 for further details.

1. Continuously improve clinical quality



1. Continuously improve clinical quality

Central to the development of our clinical services is the continuous improvement of the quality of the care we provide. In November 2012 we agreed an updated version of our quality improvement strategy, and our commitments to patients from this document are set out below. Metrics to track delivery of this quality improvement strategy are in the process of being developed.

◆ Improving patient safety

We will take action to:

- ◆ Create reliable processes to reduce avoidable harm
- ◆ Establish strong multidisciplinary teams who communicate clearly across boundaries
- ◆ Give timely and relevant feedback to teams to enable staff to be knowledgeable about patient safety
- ◆ Promote a culture of zero tolerance through challenging unsafe practice
- ◆ Promote an open and transparent culture where we listen and act on staff concerns
- ◆ Encourage the involvement of patients in patient safety initiatives.



◆ Improving patient experience

We will take action to:

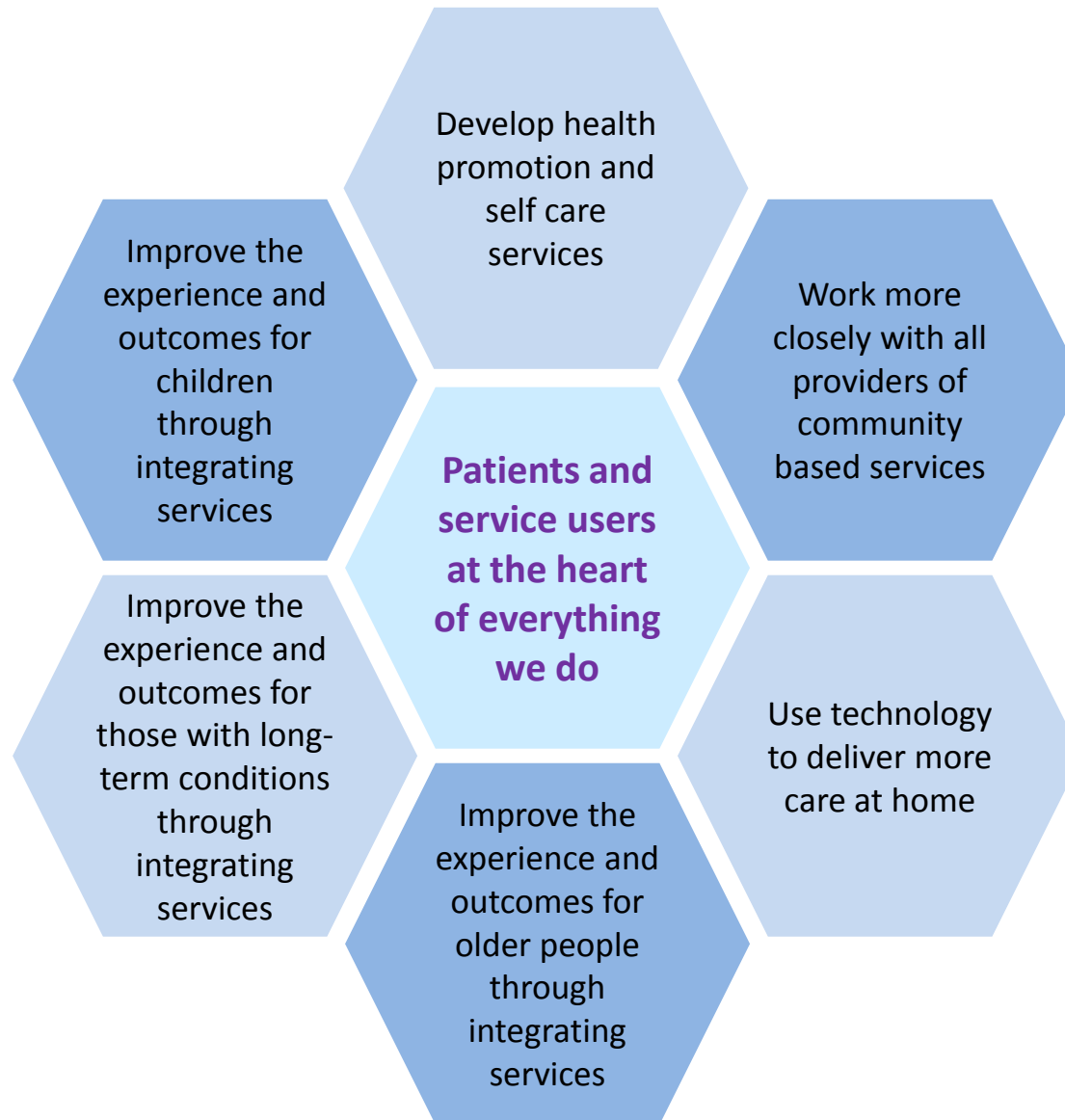
- ◆ Listen to and involve people who use our services
- ◆ Use feedback as a vehicle for continuous improvement adopting best practice where possible
- ◆ Ensure that our patients are cared for in a clean, safe and comfortable environment
- ◆ Ensure that our most vulnerable patients and service users are listened to and protected from harm
- ◆ Protect patients' dignity by ensuring that we comply with the national requirement to eliminate mixed sex accommodation
- ◆ Focus on the fundamentals of care that matter to patients.

◆ Improving patient outcomes

We will take action to:

- ◆ Evaluate clinical audit results and act on findings to ensure audit contributes to improvements for patients
- ◆ Support staff to improve outcomes by the provision of training and expert support
- ◆ Evidence that we are clinically effective and implementing evidence based best practice
- ◆ Communicate outcomes, promote shared learning and prioritise improvement projects
- ◆ Fully participate in national clinical audits and use results to improve local practice
- ◆ Achieve best practice across all clinical areas so that patients have the best possible outcomes.

2. Redesign care pathways to keep more people out of hospital



3. Redesign care pathways to keep more people out of hospital

Evidence shows that home and community based services are safe and effective at keeping people out of hospital. We also know that people prefer not to have to go to hospital. Innovations in both technology and the skills of staff mean that we can do more of this than ever before and make better use of the constrained resources we have.

◆ Develop health promotion and self care services

Working with local authorities and primary care, we need to develop and encourage a culture where the local population takes greater responsibility for its own health and accesses appropriate services to support this e.g. smoking cessation.

◆ Work more closely with all providers of community based services

Building on the success of our integration with Community Services Wandsworth and partnership work with primary and social care in Wandsworth, we must further develop our partnerships. This includes with providers in other boroughs, specifically in Merton, and the full range of providers including mental health and the third sector.

◆ Use technology to deliver more care at home

We already use telehealth to support people with long term conditions to live at home. We will look to maximise the opportunities that new technology brings to enable more people to have home based care.

◆ Improve the experience and outcomes for older people through integrating services

We have already integrated our Senior Health services across hospital and community services and are working hard to further integrate health and social care for older people. We will build on this and our good partnership work in Learning Disability services to further improve services for older people.

◆ Improve the experience and outcomes for those with long-term conditions through integrating services

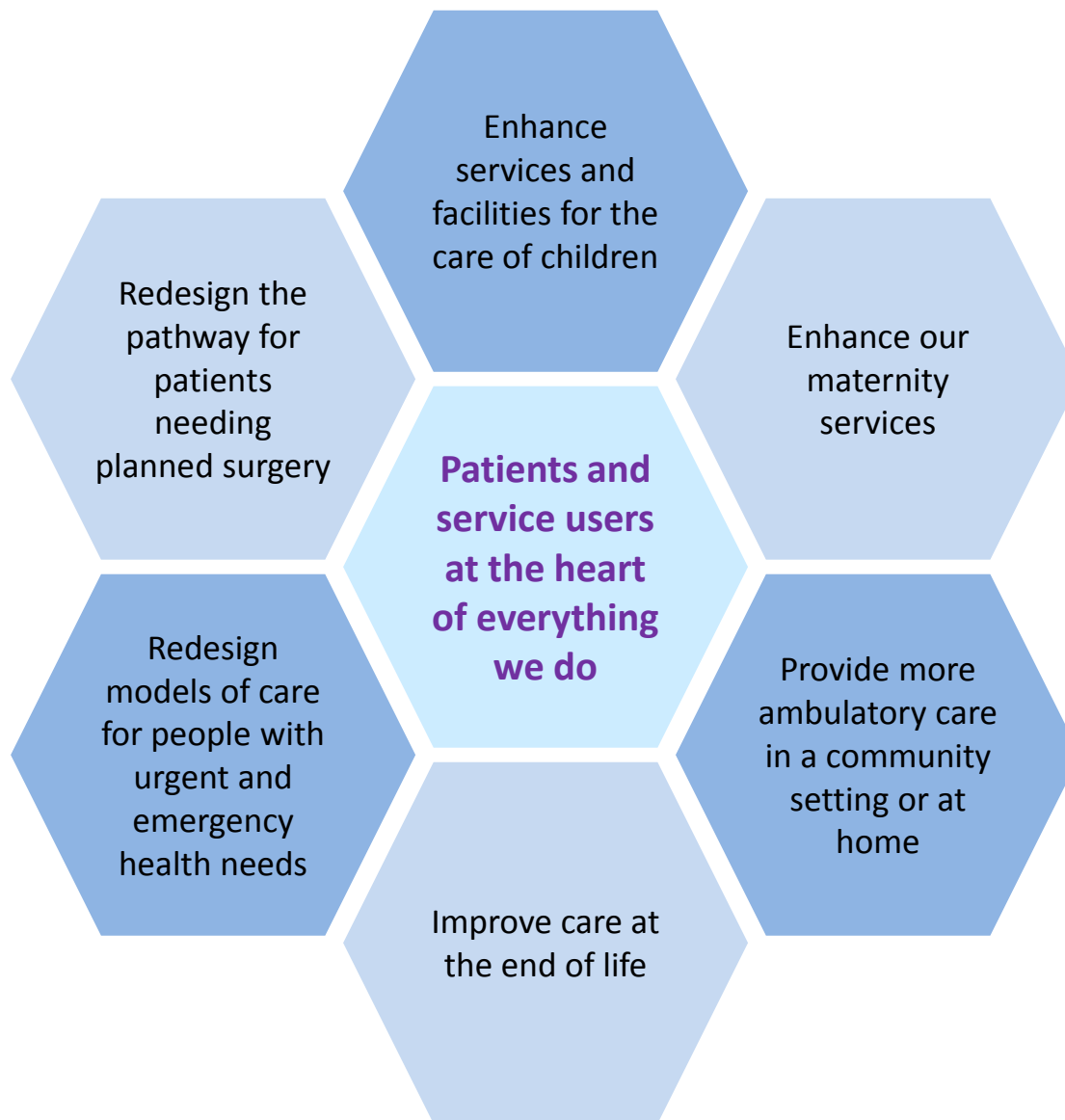
More systematic management of long term conditions can prevent the need for admissions or attendance to hospital. In partnership with patients, commissioners, social care and primary care we will redesign services for people with diabetes and sickle cell disease and explore opportunities for other long term conditions.

◆ Improve the experience and outcomes for children through integrating services

We will work with our commissioners, primary and social care to further integrate acute, community, social care and education for local children.



3. Redesign and reconfigure our local hospital services to provide higher quality care



3. Redesign and reconfigure our local hospital services to provide higher quality care

We will continue to redesign our local hospital services to ensure that patients have a better experience with high quality and efficient pathways into, during and back out of hospital. We agree that the current configuration of hospital services in south west London is not clinically or financially sustainable, and we have been working closely with partners and stakeholders to determine the best solutions.

Better Services Better Value (BSBV) Review

Commissioners, clinicians and stakeholders are working through how best to provide sustainable high quality services into the future, and St George's have been integral to this. We are planning to improve services in line with the best practice recommendations from the six clinical working groups, but the final decision on reconfiguration of services will determine the capacity implications for St George's.

● Enhance services and facilities for the care of children

We will open a paediatric assessment unit linked to our A&E Department to provide urgent diagnosis and treatment for children. We will establish our Children's and Women's Hospital in Lanesborough Wing as the leading centre for south west London. Capacity will be flexed depending on the outcome of the BSBV review.

● Enhance our maternity services

We will enhance our maternity services to ensure we fully meet standards for staffing levels, offer more home and midwife-led

births, and improve the facilities for expectant mothers at St George's. We will increase capacity at St George's for an increased number of deliveries should this be required as a result of the BSBV review.

● Provide more ambulatory care in a community setting or at home

We are looking to provide more care in a community setting, skilling up primary care/community teams and by our clinicians working in community settings. Diabetes and Sexual Health services will be amongst the next cohort of services planning to implement such changes.

● Improve care at the end of life

We will work towards the goal that 75% of all predictable deaths should occur in the patient's preferred setting rather than hospital as the default.

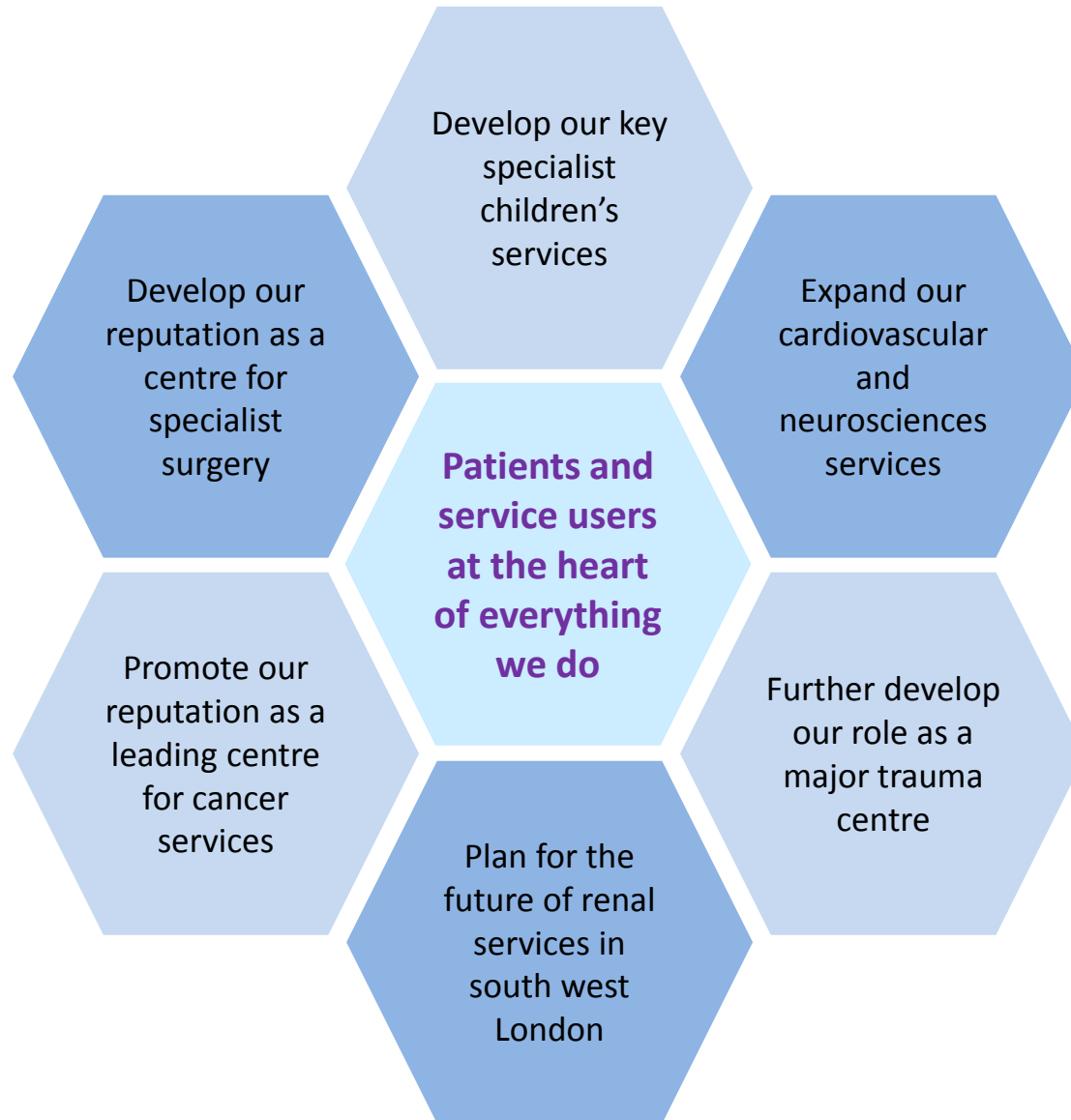
● Redesign models of care for people with urgent and emergency health needs

We will increase our focus on admission prevention from A&E, the prevention of re-admissions following discharge and reducing time spent in hospital and work towards compliance with the Emergency Standards.

● Redesign the pathway for patients needing planned surgery

We will look to separate elective and emergency pathways to reduce the number of times that planned surgery is cancelled due to bed pressures. We will support the development of a planned care centre for south west London.

4. Consolidate and expand our key specialist services



4. Consolidate and expand our key specialist services

4. Consolidate and expand our key specialist services

Central to our role as the regional hospital are our tertiary and specialist services. We have identified the services that make the most significant contribution to the mission and vision of the trust, and are seeking to develop their excellence further.

◆ Develop our key specialist children's services

As well as developing our role as the inpatient centre for local children's services and the Children's and Women's Hospital in Lanesborough Wing, we will build on our strengths in a range of specialist children's services. The future provision of specialist children's services is under review and we will work with our partners across south London to ensure that the highest quality services are provided to children in the south Thames region.

◆ Expand our cardiovascular and neurosciences services

We are a major provider of cardiovascular and neuroscience services with excellent clinical outcomes for our patients. We will look to expand our reach for these services beyond the current catchment population.

◆ Further develop our role as a major trauma centre

We are one of four major trauma centres in London and we will build on our success by building a helipad to make it quicker for patients to be transported to us. We will develop an academic base to drive further improvements in outcomes, and also work to establish ourselves as a centre of excellence for rehabilitation.

◆ Plan for the future of renal services in south west London

As part of the BSBV review, we will work with commissioners to develop a robust and sustainable solution for the future provision of excellent renal services for south west London and Surrey.

◆ Promote our reputation as a leading centre for cancer services

We provide definitive treatment for the majority of cancer patients who access our service, and for some tumour types we are the regional or supra-regional centre. We will seek to develop and further improve our cancer services by building on existing and new collaborative partnerships, particularly as the London Cancer Alliance Integrated Cancer System changes the map of service provision in London.

◆ Develop our reputation as a centre for specialist surgery

Surgery is a significant proportion of our work at St George's. We will continue to be the hospital of choice for complex specialist surgical services.



Supporting strategies

Clearly the development of our clinical services and the continuous improvement of clinical quality must be supported by a number of other strategies/programmes:

◆ Improvement Programme

Change in how we deliver care will not happen by itself. We will develop a culture of robust programme management to deliver key change. We have established a resourced Improvement Programme with a clear and measurable focus on quality, safety and productivity.

◆ Education Strategy

As a leading UK teaching hospital we aspire to improve patient safety, patient experience and outcomes through excellence in our provision of education and training for the staff, students and trainees with whom we work. Together with St George's, University of London, the Joint Faculty of Health and Social Care Sciences and the South London Local Education and Training Board, we will build on our excellence and innovation to produce the health professionals of the future.

◆ Research Strategy

Research intensive healthcare organisations provide higher quality clinical care and recruit, motivate and retain the best staff. We must develop a research culture and improve the infrastructure supporting research. We will build on our associate partnership with King's Health Partners Academic Health Science Centre and play an active role in the developing South London Academic Health Science Network.

◆ Workforce Strategy

Our workforce is vital to the delivery of the highest quality clinical services, education and research. Our workforce strategy will focus on staff wellbeing, educational opportunities, leadership development, engagement and the development of detailed workforce plans to support delivery of the Trust Strategy.

◆ ICT Strategy

We need to invest in our IT systems to have more patient information available in real time and accessible to a range of healthcare professionals across organisational boundaries. We must also use technology to reduce reliance on complex manual processes and to enable us to make the best use of our resources.

◆ Estates Strategy

We aspire for our services to be provided from buildings that are designed to match the patient flows and enable co-location of clinical teams. We need to improve the ward environment with a greater number of single rooms enabling privacy and dignity to be respected. We will develop the Children's and Women's Hospital in Lanesborough Wing, and improve facilities for trauma, cancer, renal, and critical care services.

It is important that we are able to demonstrate the success of this clinical strategy.

We currently have a robust framework for the delivery of our trust strategy and this will be adopted for the delivery of this updated clinical strategy. There are a number of steps in this process and these are set out below.

◆ Raise awareness of the clinical strategy

We will ensure that our staff and our external stakeholders understand what is meant by our clinical strategy and our plans for its implementation.



◆ Development of implementation plans

The framework we have set out here describes our ambitions for our clinical services for the whole organisation. To realise these ambitions, we need every one of our services to have a business plan that describes in detail what changes and developments they need to make to contribute to our vision. They will need to be clear how quality will improve, and what the financial, performance and workforce implications of their plan will be. The divisions and the Board will need to be clear that when taken together, the plans will deliver the vision we have all agreed.

We cannot deliver this strategy in isolation and will work closely with our primary and social care colleagues along with staff in other local hospitals to drive forward implementation to improve care for the populations we serve.

◆ Ensuring delivery

We will ensure delivery of the plans is measured and monitored both at trust level through the performance scorecard and at divisional level through quarterly performance reviews.

We will be held to account by commissioners for the progress we are making in developing our clinical services and for the quality of care we provide.