

## HEALTH OVERVIEW AND SCRUTINY COMMITTEE

6 MARCH 2015

### MAIDSTONE AND TUNBRIDGE WELLS NHS TRUST

#### CLINICAL STRATEGY and STROKE SERVICE

**Report from:** Dr Paul Sigston, Medical Director

#### **Summary**

This paper provides an update on the strategy of the Trust and the work to improve the stroke service.

### **1 Strategy**

#### **1.1 Introduction**

A comprehensive clinical and business review has been undertaken by the Trust with involvement from both clinicians and other stakeholders which has led to a new strategic direction for the trust.

The trust recognises that the full implications of NHS England '5 Year Forward View', other key reports and the forthcoming General Election will further shape the approach of the trust.

#### **1.2 Mission, Vision and objectives**

The new strategic mission, vision and strategic objectives are

**Mission** 'Our purpose is to provide safe, compassionate and sustainable health services'.

**Vision** To provide the highest, consistent, quality care to our patients, whether in or outside hospital setting.

#### **Objectives**

- 1 To transform the way we deliver services so that they meet the needs of patients
- 2 To deliver services that are clinically viable and financially sustainable

- 3 To actively work in partnership to develop a joint approach to future local health care provision

### 1.3 Clinical strategy

A number of strategic clinical opportunities have been identified including

- Emergency care: integrated front end for both hospitals, linking GP out of hours, A&E and rapid response services together in line with West Kent CCG commissioning intentions. This service initially to be delivered by a partnership of MTW with IC24 the GP out of hour's provider.
- Stroke: enhanced service
- Maternity: Total births forecast to increase by around 8.5% reflecting an increased catchment area through the Crowborough Birthing Centre. Service to be integrated with the locality community midwives enabling best use to be made of the facility.
- Paediatric A&E: Strategically the development of a separate Paediatric A&E at TWH is well developed. The establishment of this unit and the associated beds will increase the capacity of the inpatient paediatric unit for further expansion.
- Orthopaedics: There is a large market for elective orthopaedics in the area with increasing demand. The Trust will seek to take a lead role in a West Kent MSK contract when that happens.
- Paediatric orthopaedics: This is an area where the Trust has a major competitive advantage. It already provides a service to West Kent and Medway and a partial service for East Sussex. The appointment of a 3<sup>rd</sup> consultant would give the Trust the critical mass to provide the service to the whole of East Sussex with a centre of excellence.
- Surgery: The future of Upper GI surgery lies in collaboration with a major centre. This process is on-going.
- Gynae oncology: Currently the Trust provides a specialist service in Maidstone for West Kent and Medway with outreach to the other acute hospitals locally. The strategic aim is to consolidate a Kent-wide service incorporating the surgical unit at QEQM Margate in line with best practice for this service. This will involve collaboration with East Kent to facilitate this.
- Critical care: The directorate is moving towards a significant increase in consultants and a commensurate reduction in trust doctors to provide a more efficient, consultant provided service.
- Pain service: There is an increased demand for our pain service which has a hub at Maidstone with spokes into the community. Current trends for growth and GP requirements together with increasing the number of spokes will give a 10% increase in referrals.

- Pathology: The Trust has entered into an agreement with EKHT forming a joint venture for Pathology Services. This involves pooling both Trusts' assets into a new organisational team called Kent Pathology Partnership.

#### 1.4 Collaborative working

The Trust has already responded to the needs of Swale CCG with regard to services they have commissioned from Medway NHS Foundation Trust.

The Trust is also in discussion with Brighton and Sussex University Hospitals NHS Trust, East Sussex Healthcare Trust and Queen Victoria Hospital NHS Foundation Trust regarding possible collaborative working.

#### 1.5 Moving forward

The strategic focus for the Trust moving forward is

- To do the things we currently do more efficiently and effectively, with an emphasis on Emergency Care
- To grow the population we serve, particular in collaboration with Swale CCG and Lewes, Hastings and the Havens CCG.
- To collaborate and complete, on a 'case by case' basis with other partner providers.

## 2 Stroke Service

### 2.1 Performance

The results for the last four quarters show that both sites improved their overall score (as measured by SSNAP for clinical teams) and that Maidstone missed being level C (A highest, E lowest) by half of one point.

	Oct to Dec 2013	Jan to Mar 2014	Apr to Jun 2014	Jul to Sep 2014
Maidstone	E (34.4)	D (44.2)	D (42.4)	D (59.5)
Tunbridge Wells	E (33.3)	E (38.7)	D (41.4)	D (50.3)

The Maidstone score was adjusted from B to D as a result of a D rating for audit compliance.

Actions plans are in place to continue to improve the service at both sites.

## **2.2 Engagement with stakeholders**

The Trust recognises and is committed to ensuring that there is strong public and patient engagement (first of the Government 4 tests for major service change) throughout the stroke improvement programme.

The approach to stakeholder engagement is led by the Clinical Strategy Joint Engagement Group (that includes Kent Healthwatch and the South East CSU).

Recent stakeholder engagement includes gaining an understanding from stakeholders on their views of the current service and also what model of care and associated quality standards should be considered.

This has involved recent attendance at the West Kent PPG Chairs meeting, Maidstone and Malling GP Patch meeting and High Weald GP Locality meeting. Future events include community meetings in early March in Maidstone, Tonbridge, Tunbridge Wells and Crowborough.

## **2.3 Kent and Medway Stroke review**

The Trust is working closely with the Project Director of the Kent and Medway Stroke review to ensure that the best outcomes for the patients seen by the Trust are achieved.