

# Outpatient Clinical Strategy Update

# June 2015

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## East Kent Hospitals University NHS Foundation Trust Our Outpatient Clinical Strategy

Key principles:

•a **reduction** in the number of sites from which the Trust provides general outpatient services, from 15 site down **to 6 or 7 sites** (historically the Trust had 22 sites but currently 15);

•improving patient access based on local postcodes;

each site offering a broad spectrum of specialities;

•a **20 minute travel** time by car for a majority of the population;

•extending the working day to offer a greater choice of appointment times;

•extending the one stop model to reduce follow-up attendances and improve efficiency;

•introduction of Telemedicine to reduce face-to-face contacts for some patients; and

•ensuring the **facilities** from which the Trust provides outpatient services **are fit-for-purpose** i.e. upgraded where necessary.



# East Kent Hospitals University

# **Our Outpatient Clinical Strategy**

# Phase 2

### Reduce to 6 sites

Phas

Design and build the infrastructure: •New Dover Hospital •Estuary View •Invest in procedure suites

Move current workforce, clinics and provisions

### Improve patient experience

Clinics early morning, evenings and Saturday morning
Extend one stop models
Introduce telemedicine

**GUI** 

### **Outpatient Improvement Programme - Overview**

#### Mobilising our outpatient strategy

- Reduce to 6 sites (with a broader range of services)
- Introduce extended working days
- Introduce Saturday clinics
- Increase one stop clinics
- Introduce telemedicine
- Extend market share

#### Optimising our service delivery

- Establish effective booking processes
  - New apointments (full booking)
  - Follow up appointments (full booking)
- Improve clinic maintenance management
- Ensure effective triage processes
- Deliver the Productive Outpatient Programme
- Robust demand and capacity management
  - Agree reduction target of OP referrals
  - Ensure monitoring & proactive adjustment of capacity
  - Reduce follow up appointments
  - Ensure adequate workforce to support OP Services
- Improve clinical pathways & utilise technology
  - Tele-clinics
  - Text reminders
  - Self check-in
  - Optimise new PAS system
- Increase Choose and Book utilisation

#### Improving our estate and infrastructure

- Optimise (physical) patient flow and improve the Estate
  - Agree capital spend (Refurb of WHH, KCH and QEQM)
  - Way Finding Strategy
  - Centralised Reception Services

### East Kent Hospitals University

**NHS Foundation Trust** 

## **The Outpatient Programme Timeline**

#### Short Term April to June 2015

CQC Improvement plan

Establish our 6 site model

Establish our baseline and future plans for specialties

Agree our capital spend for OPD improvements

#### Medium Term July 15 to April 16

Establishing our divisional / specialty outpatient strategies

#### Optimising our service delivery

- Roll out of improved
- processes e.g. partial booking
- Review and support capacity and demand management
- Roll out Productive Outpatient Programme
- Support increase in Choose and Book compliance

Continuing our estates and infrastructure improvements

Supporting continuous improvement culture

#### Longer Term April 2016 onwards

Embedding our divisional / specialty outpatient strategies

#### Optimising our service delivery

- Continue Productive Outpatient Programme
- Review and refine our improved processes
- Review OPD workforce requirements
- Exploitation of new technology

Review capital expenditure programme and make future plans

Measures for success

Improvement rating from CQC inspection Agreed plans and compliance with principles and expected outcomes Expected Benefits Improved patient and staff experience Improve patient safety and outcomes Reduced operating costs

