

Western Isles Health Board

Board Meeting 26.01.11
Agenda Item 6.2
Paper No: 9-11
Purpose: For Information

Clinical Strategy Update December 2010



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BACKGROUND

This paper is an update to NHS Western Isles Board outlining progress relating to the development and implementation of our Clinical Strategy.

This paper will describe work to date, planning processes, and expected timelines for reviewing and modernising services.

The three thematic areas are;

1. Acute Service Modernisation, including modernisation of the infrastructure of Western Isles Hospital.
2. Mental Health Modernisation.
3. Community Service Modernisation, based on a fundamental shift in the balance of care from acute institutions to the community.

These work streams are based on a comprehensive, 'inform engage and consult' process that has taken place in the Western Isles in recent times. The Service Redesign project that was overtaken by the 'Clinical Strategy' project has now been distilled into the three thematic areas above, leading to a focussed, outcome driven work plan that takes account of where the greatest need and risk are identified are based firmly on the principles defined in our Corporate Standards.

Alongside this comprehensive redesign agenda are a raft of 'early deliverables', indicating the ability of our organisation to deliver strategic change while at the same time introducing improvements in the quality, access and scope of service.

PRINCIPLES

As defined in our Clinical Strategy, services must be;

- Safe
- Sustainable
- Affordable
- Publically and politically acceptable.

The planning has to be conducted in a manner that involves key stakeholders, including staff, service users and the wider public. Key partners include our local authority colleagues and voluntary sector organisations and, almost unique to us in the Scottish NHS, a variety of other health boards.

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We are supported in this process by local and national representatives of Scottish Health Council and by our own PFPI infrastructure.

All plans will be Equality Impact Assessed.

Our key advisory committees, the Area Partnership Forum and Area Clinical Forum, are engaged in this work and will inform and advise on the clinical and staff components of change.

Workforce planning is based on Skills for Health's 'Six Steps Methodology', a recommended process with NHS Scotland.

1. Acute Service Modernisation

Preparation

- Establish Acute Strategic Planning Group. September 2010. Remit and Membership agreed.

Identification of key areas for development

- Paper to Acute Strategic Planning Group outlining current scope and pressures.

WORK STREAMS

Paediatrics:

- Key partners; NHS WI / NHS GGC / CnES
- Timelines for delivery:
 - Define Scope of Plan Oct – Dec 2010
 - Generate Vision of Service. Jan– March 2011. This will include a service overview in partnership with GGC. Pre visit Jan 2010. Formal Visit Feb 2011 Report March 2010.
 - Supply / Demand analysis. April - June 2011
 - Submission of costed detailed options to NHS Board August 2011.
 - Consultation if necessary Sept – Nov 2011
 - Implement Dec 2011

Orthopaedics:

- Key Partners; NHS WI / NHS Highland / National Waiting Times Centre, Golden Jubilee Hospital.
- Timelines for delivery:
 - Define Scope of Plan Sept – Nov 2010
 - Identify Key Mainland Partner. Nov 2010
 - Generate Vision for Service Dec 2010– Feb 2011

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- Apply financial and workforce scrutiny. March – April 2011
- Submission of costed detailed options to NHS Board August 2011 Consultation if necessary Sept – Nov 2011
- Implement Dec 2011

General Medicine:

- Key Partners; NHS WI. No other NHS Board partner for medicine identified.
- Timelines for delivery:
 - Complete second round of recruitment process. November 2010
 - Review options in light of outcome of recruitment process and report back re progress March 2011
 - Further project spec to be developed looking at strengthening local service delivery.

General Surgery:

- Key Partners; NHS Western Isles. North of Scotland Surgical Workforce Planning. No other NHS Board partner identified for General Surgery.
- Timelines for delivery:
 - Re visit Rural Surgical Fellow Recruitment process. Jan / Feb 2010
 - Develop project plan to deliver sustainable service not based on Locum Consultants. March 2011.

Obstetrics and Gynaecology:

- Key Partners; NHS Western Isles. No NHS Board Partner so far identified.
- Timelines for Delivery:
 - Implement Service Improvement Action Plan following review of Maternity Services. Jan – June 2011.
 - Begin process of service review, informed by Paediatric Action Plan, from August 2011.

Workforce Modernisation:

- Key Partners; NHS Western Isles, NES, Remote and Rural Healthcare Alliance.
- Timelines for Delivery:
 - Establish Working Group, agree representation and remit. Nov / Dec 2010
 - Define plan and generate vision of service not based on Junior Doctors in training. Jan – March 2010
 - Develop action plan based on sound costings and workforce planning processes. August 2011

Refurbishment and Modernisation of WIH

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To date Medical ward one (including its HDU facility) has been refurbished to comply with infection control and energy efficiency standards. The Surgical ward is currently undergoing the same refurbishment process. The chemotherapy room has also been refurbished to a high

standard, and in the New Year some of the outpatient consulting rooms will have their flooring re-laid, (again to comply with infection control standards).

The main task of modernising certain key clinical environments will require a feasibility study which will be scheduled in early 2011. This study will examine how In Patients and Day case patients could be accommodated and 'streamed' more efficiently than at present. This will require a separate day case facility and if possible an integral endoscopy suite on the first floor (possibly in the current maternity ward). A modern Maternity unit with flexible use single rooms and birthing pool is an aspiration, the feasibility study will also consider.

The Acute Strategic Planning group will oversee this exercise and will ensure staff and user views are key to the planning process.

2. Mental Health Modernisation

Preparation

- Board approved remit and membership of Mental Health and Learning Disability Integrated Planning Group. September 2010.
- Key Partners identified; NHS Western Isles, NHS Greater Glasgow and Clyde, CnES, Voluntary Sector, local planning groups.
- Distil the various planning papers into a single vision for Mental Health services. Refreshing the engage and inform process. Discussion document for consultation has been produced. [See Appendix 1] Timeline for engagement ; Dec 2010 - Feb 2011
- Generate Vision for modernised service. March – April 2011.
- Cost and apply workforce models May – July 2011.
- Full costed report to NHS Board August 2011.

3. Community Services Modernisation

Preparation

- Commission paper for NHS Board outlining our performance against the nine key aims of Community Health Partnerships. Overview of workforce and finance within our CHaSCP as baseline for further planning work. Dec 2010.
- Identify key partners; NHS WI, CnES, JIT.
- Implement early deliverables around:
 - Community Nursing Review
 - Community Nursing efficiency / modernisation.
 - Re-ablement

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- Tele-consultation.

Progress Reporting

We aim to create an electronic resource to allow stakeholders to have an overview of progress against the multiple work streams mentioned above.