

WEST NORTHAMPTONSHIRE HEALTH AND WELLBEING BOARD

7th June 2022

Report Title	University Hospitals of Northamptonshire Clinical Strategy
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List of Appendices

Appendix A – University Hospitals of Northamptonshire Group Clinical Strategy

Appendix B – Clinical Strategy Engagement Report

1. Purpose of Report

1.1. This report introduces the University Hospitals of Northamptonshire Group Clinical Strategy 2022 to 2027 and seeks the support of the Health and Wellbeing Board and any recommendations on how we further engage partners and the public in developing hospital services.

2. Executive Summary

1.2. The Clinical Strategy has been developed by hospital clinicians with the aim of tackling rising demand for hospital services, in the most effective way and within the available workforce and financial resources.

1.3. It sets out how the Northampton General and Kettering General Hospitals will collaboratively work together with partners in primary care and the community to provide excellent clinical care for the people of Northamptonshire with four key strands:

- Work with our partners to prevent ill-health and reduce hospitalisation, changing the way care is provided along the care pathway.
- Develop two centres of excellence in the county, building on our established strengths in each hospital, with cardiology being led by Kettering General Hospital and cancer led by Northampton General Hospital, with consistent access to these services by all patients in the county.
- Protect elective beds to reduce cancelled operations, reduce long waiting times and increase efficiency.
- Build on our University Hospital status, to become a hub for innovation, training and research, attracting high calibre talent and growing the number of clinical trials our patients can access.

3. Recommendations

It is recommended that the West Northamptonshire Health and Wellbeing Board:

- a. Note the significant engagement that has taken place with staff, patients, the public and local stakeholders in developing this Group Clinical Strategy.
- b. Approve the document as a strategic direction of travel for acute hospital care in the county.

4. Report Background

Northampton Hospital Trust and Kettering Hospital Foundation Trust came together as 'a group' with a shared leadership and management structure in 2020, in order to improve services for all patients in the county and improve recruitment and retention of key staff. In November 2021 the two public Boards discussed a Group Clinical Ambition paper which set out some further detail as to how our staff felt they would best deliver these ambitions, and we committed to engaging more widely with our patients and local partners to understand what they thought of our ideas. This has taken place over 2022 and has culminated in this Group Clinical Strategy, which has previously been discussed at Northamptonshire shadow ICS Board.

5. Issues and Choices

- 5.1 The issues and choices for the strategy are included in the main strategy document, and members are invited to focus on the Executive summary on slides 4-17.

6. Implications (including financial implications)

6.1 Resources and Financial

It is expected that implementing the strategy will bring financial efficiencies in the future by lowering a reliance on temporary staff, reducing future demand on healthcare by keeping patients well in their homes and communities, and through improving operational efficiency.

6.2 Legal

- 6.2.1 There may be a legal requirement to engage the public in the future if we consider changes in the way services are delivered to improve care for our patients. We will share the high level strategy with the Health and Wellbeing Boards in Northamptonshire and respond to any specific requests they may have for further engagement with them and the public.

6.3 Risk

- 6.3.1 Having a clear direction for clinical services is fundamental to meeting the needs of our local population and delivering the care that they need now and in the future. Agreeing a strategy will bring opportunities to communicate to our staff and partners in the Integrated Care System, region and nationally how we intend to provide acute care in Northamptonshire in the coming 5-7 years.
- 6.3.2 The engagement process has been wide, although it is recognised that not all members of the public or service users would have been able to contribute. As a high level document, we will

continue to engage with specific patient groups and service users as we develop individual service strategies in more detail.

6.4 Consultation

6.4.1 The Medical Directors from both Trusts have led this engagement over many months, which has included sharing the document widely within and outside the two Trusts through:

- Face to face sessions
- Online surveys and dedicated email address to send comments
- University Hospitals of Northamptonshire website with details of the clinical ambition and ways to feedback
- Attendance at partner meetings
- Public sessions

6.4.2 Integrated Care System partners have been included in the engagement and feedback. The ambition and opportunities to comment on it have been shared widely on social and printed media. The wider public were given the opportunity to meet face to face with the Group CEO and Medical Directors at four open sessions.

6.4.3 Detailed feedback has been collated in Appendix 2 and used to inform the Strategy. This feedback has been shared with the Group Clinical Senate who recommended approval of the Clinical Strategy to the Boards of both hospitals.

6.5 Consideration by Overview and Scrutiny

6.5.1 The HWB are invited to advise on whether the strategy should be referred to the Overview and Scrutiny Committee.

6.6 Climate Impact

6.6.1 The clinical strategy includes a section on how clinical services will be delivered in an environmentally sustainable way as part of the hospital's Green plan on slide 70.

6.7 Community Impact

6.7.1 The strategy describes how clinical service configuration will be used to reduce health inequalities by providing equitable access to services and address areas of greatest need by taking a population health approach.

7. Background Papers

7.1 Reference is made in the strategy to the Integrated Care System plans and builds the role of the acute hospitals as described in the plans. The first area of focus in the strategy is how the hospitals will work together with health and system partners in the prevention of ill health and reducing the time patients spend in hospital.