



Homerton University Hospital NHS Foundation Trust

November 2019



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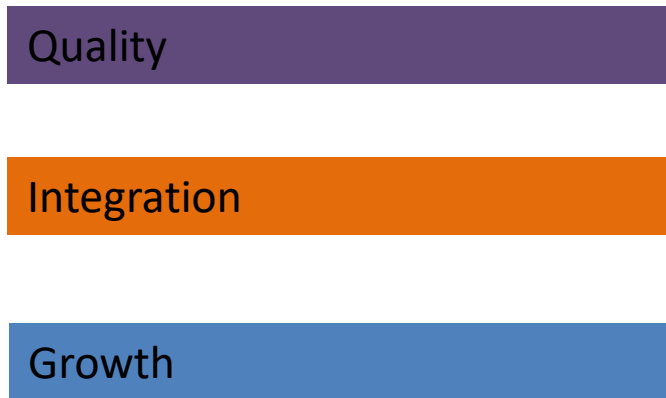
- HUHFT is a high performing acute and community trust, firmly embedded with its local partners and residents
- The Trust is rated “good” and continues to meet all statutory targets
- As well as providing local services, the Trust provides regional and national services – eg neonates, neuro-rehab and others
- The Trust is part of the NEL STP and sees its role as working locally and to support the wider sustainability of the sector



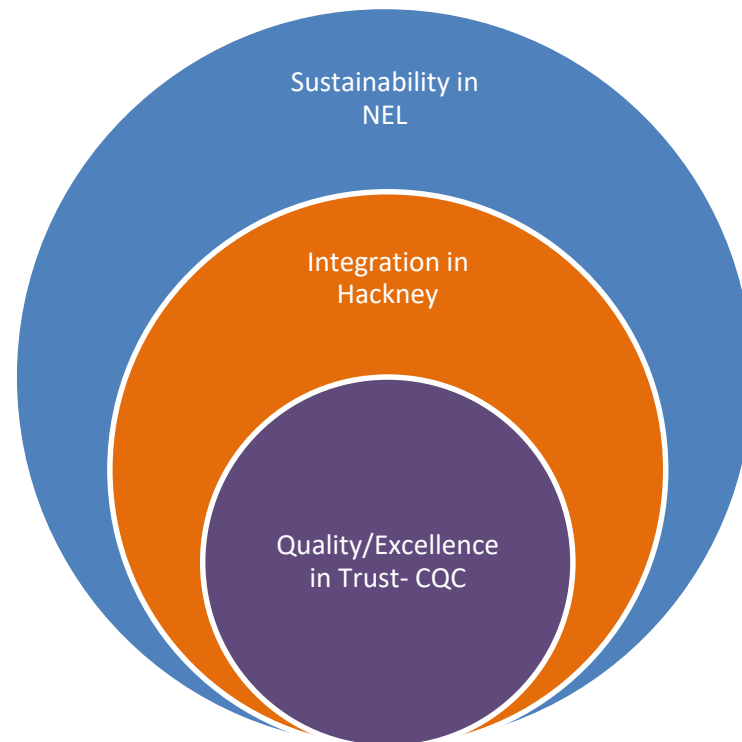


3 Strategic Themes for discussion

Trust Strategy 2015



December 2018



Surgery

- The sustainability of key surgical services depends on a move to more formalised networked arrangements
- As sub-specialisation and critical-mass considerations increase the surgical identity of Homerton needs careful consideration
- This work will need to reflect the work already undertaken by Barts Health
- The views of senior clinicians (both surgical and non-surgical) are critical





Understanding our own capacity and our future

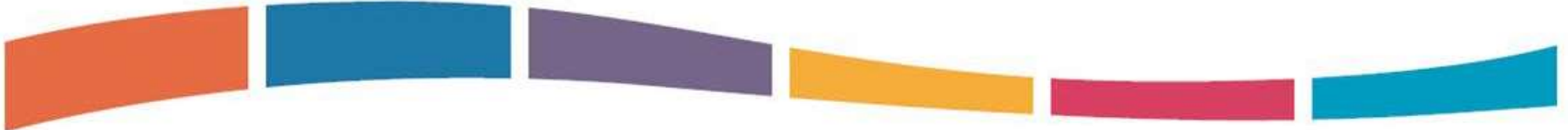
The Trust has been considering the use of the East Wing for surgical services. However as the mental health trust still occupy the space and are indicating that significant investment would be required to enable them to move out, the Trust needs to consider the feasibility of this aspiration

There are number of services which with the right support could grow

- General surgery – lower GI, Bariatrics/metabolic
- Orthopaedics
- Ambulatory/diagnostics
- For discussion – are there others?

The Trust can consider moving to better utilisation of theatres recognising the impact on beds/diagnostics etc and three session days are being trialled.

In addition the Trust needs to consider how to meet the needs of estate redevelopment and decant space etc



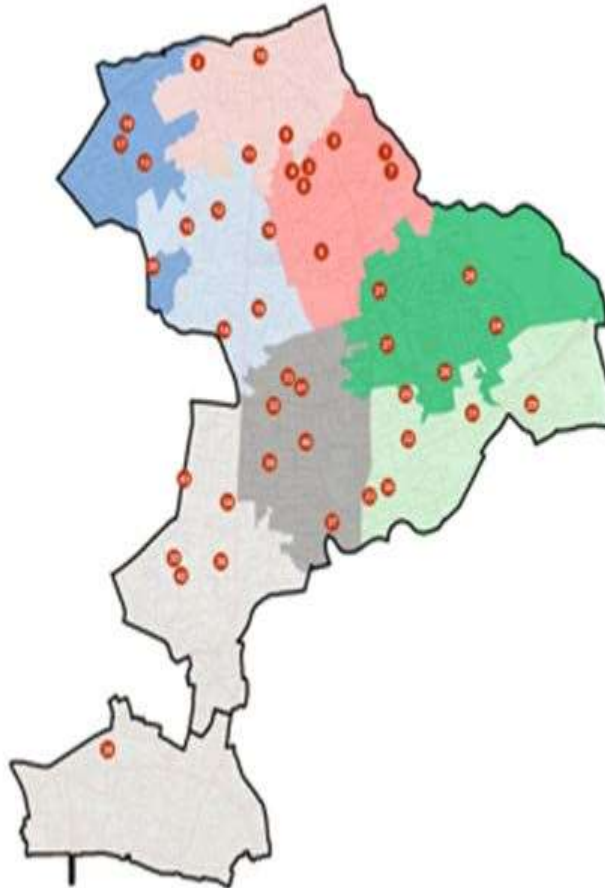
Integration

- NHS is evolving from a model of competition between providers to one of collaboration and partnership
- A key element of this is how collectively we manage population health in totality with significant potential consequences for all services
- For Hackney the concept of ‘neighbourhoods’ is fundamental to this work and how we interact with these, and shape them, is a key question
- Iterative process which requires significant clinical engagement and dialogue



What are Neighbourhoods?

- “A community” with a population between 30,000 and 50,000 with clusters of GP surgeries at the centre
- 8 Neighbourhoods across City & Hackney aligned to Primary Care Networks (PCN)
- Place based approach – different groups and services all working together to provide person centred care within each Neighbourhood



Neighbourhood

S:

Springfield Park

Hackney

Downs

Hackney

Marshes

Well Street

Common

London Fields

Shoreditch Part
& City

Clissold Park

Woodberry

Wetlands

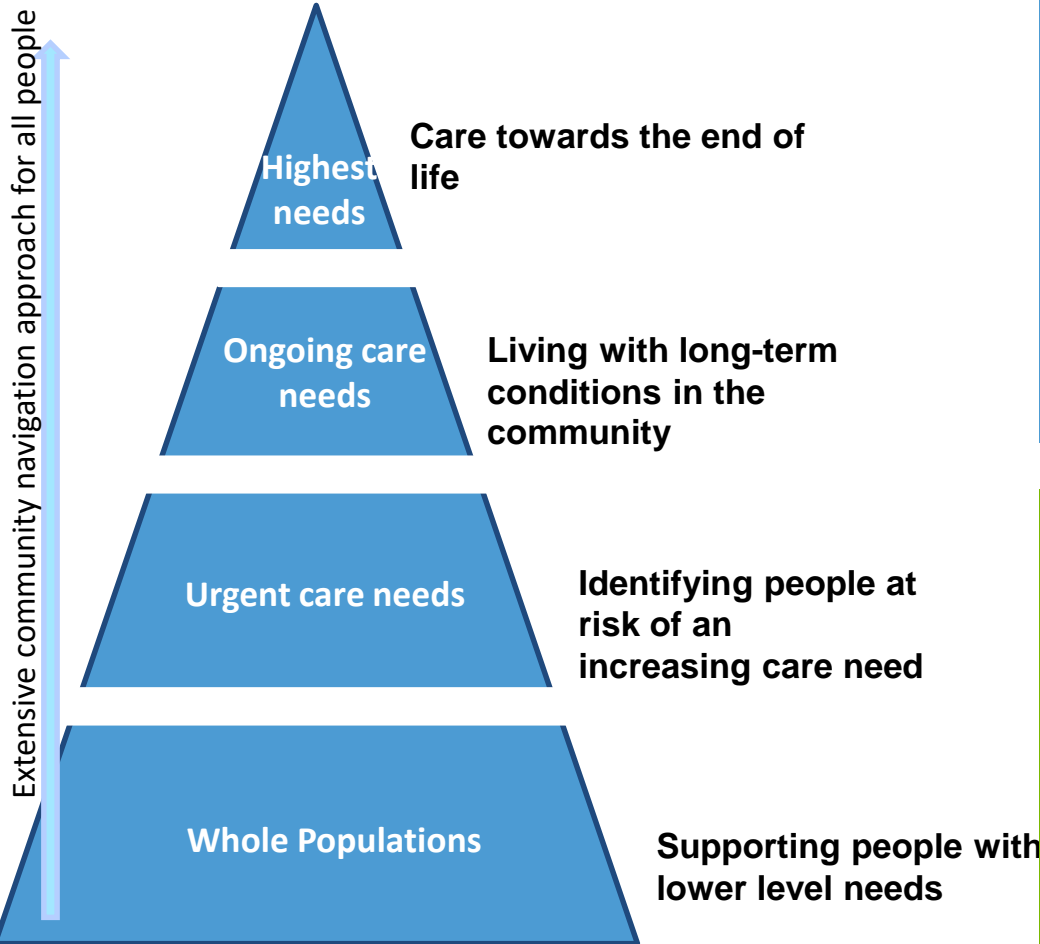
What Neighbourhoods will mean for our residents and staff

Our City & Hackney shared principles:

By working together we will...

- Adopt **asset based approach** across all teams within Neighbourhoods recognising things that people and places have + gain understanding of what a good life means for them
- **Empower our staff** to support people in the ways that work for them and are not constrained by professional and organisational boundaries
- Start by **listening to what is important to residents** within each Neighbourhood as well as using local intelligence to identify the outcomes and priorities that we want to change
- Support each **Neighbourhood to determine its own priorities** and this will help influence where we all focus our efforts
- Recognise and value the **important contribution of the voluntary and community sector** in improving health and wellbeing as well as a leadership role

What Neighbourhoods will mean for our residents and staff?



Who might support from within the Neighbourhood i.e. integrated team?

- GP
- Community Nurse
- Community Navigator
- Community Therapies
- Community Pharmacy
- Community and Voluntary Sector
- Social Care
- Community Mental Health

Who might work outside the Neighbourhood but support?

- Hospital based services
- Housing services
- Benefit / debt advice services
- Diabetes services
- IAPT services
- Weight management and stop smoking
- Youth service / early help

Pathology

- Re-configuration of pathology services to a networked model based on a hub & spoke approach is the agreed way forward
- This is mandated by national guidance but our current arrangements are also not sustainable
- Important that all questions and concerns are accounted for and that the experience of clinicians is maintained if not enhanced
- Parameters of future provision are, however, set



Other strategic initiatives - LTP

- Neuro rehab – Level 1 and Level 2
- Overall estate development
- Workforce transformation (NHS People Plan)
- Digital transformation

