

# Acute Care

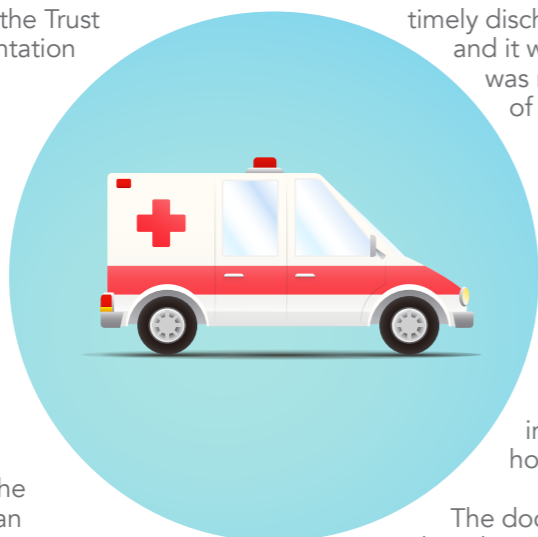
Identifying ways in which to improve patients' experiences and journeys through the health system has been a significant part of the work Enable East has carried out. Our work in improving acute care pathways and streamlining assessment systems has enabled a smoother transition for patients and significant cost and time savings for health services.

## Helping a new Integrated Care Organisation for Inspection

Enable East was commissioned by a newly formed Integrated Care Organisation (ICO) to help them to prepare for their first CQC inspection. A small team spent two days on site, interviewing the Trust Board and reviewing strategic presentation materials.

A workshop offered senior staff the opportunity to think in depth about key issues for the inspection, how to confidently tell their story and what it takes to achieve a rating of outstanding for their service area. A brief final report was prepared for the Trust Board by return enabling them to incorporate feedback before the inspection took place.

Further support available following the inspection includes help to prepare an appropriate response to the draft inspection report and preparation for an event to share the inspection findings with local stakeholders.



## Joint Assessment and Discharge service plan

Enable East was tasked with developing a training plan for a Trust's Joint Assessment and Discharge (JAD) service. The JAD team was responsible for the safe and timely discharge of patients from acute settings and it was felt that an effective training plan was required as part of the development of this new service.

Enable East developed a plan which included an analysis of the skills required in the JAD team, the mandatory training requirements for the team to operate across organisations, the current skills and training deficits within the team and the immediate and longer term training needs of the team. We also included a section detailing options for how these training needs may be met.

The document was a simple and sustainable plan, designed to ensure that the ongoing training needs of the team were met and took into account the service within the wider context of the organisation as a whole.

## Towards the Best Together Strategy Development

Enable East played an integral role in bringing about successful and effective changes to healthcare services in the East of England, as part of the region's Towards the best, together (TTBT) strategy.

Launched in 2007, TTBT is aimed at providing the best health service in England, improving the quality and length of life of local people. In order to implement the delivery of the vision, ten Clinical Programme Boards (CPB) were established: Acute Care, Children and Young People, Long Term Conditions, Maternity and Newborn, Mental Health, Palliative and End of Life Care, Patient and Carer Experience, Patient Safety, Planned Care and Staying Healthy.

Enable East was tasked to support each of the CPBs with specific projects to drive through the delivery and change. These projects included Staying Healthy's Smoking Cessation database which facilitated data handling and reporting for Stop Smoking Services in

regional PCTs. Meanwhile, the Long Term Conditions CPB worked on the 90 Day Challenge, where PCTs had 90 days in which to address patient engagement by focusing on one specific area. Another of the projects, driven by the Palliative and End of Life Care CPB, was Bereavement, where board members worked with clinicians and bereavement co-ordinators to share best practice. In addition, resources and tools were developed to assist commissioners and clinicians.

The NHS East of England said of Enable East's involvement: "You have done some sterling work in a short period of time to get us where we are now, which is in a position to be able to share a draft 'Sustainable Development Management Plan' that we are happy with. This report demonstrates that you are so clever to pick up a complicated, far reaching police area in double-quick time. We would never have got to this point without your help."

## Rheumatology Business Case

Enable East was commissioned to carry out a review of a proposed new integrated pathway for the treatment of gout in the community. It was felt that by treating patients in the community with early diagnosis and intervention there would be room for significant improvements in outcomes for both patient experience and service costs.

Enable East carried out an analysis of findings surrounding gout, including the number of people who suffer from it in the UK, the number of hospital admissions due to gout and the cost of the average hospital admission.

Tying this analysis in with the national guidance on the treatment of gout, and the Quality, Innovation, Productivity, Prevention Programme (QIPP), Enable East recommended that the treatment of gout in a community setting could:

- Reduce hospital admissions
- Reduce the average length of stay arising from the development of a flare of gout in patients admitted with alternative primary diagnosis
- Minimise the impact of comorbidities – in particular cardiovascular disease
- Reduce the economic burden on the local healthcare system

Enable East analysed the proposed new integrated pathway which would centre around a community clinic supervised by a rheumatology consultant to confirm initial diagnosis, followed by nurse led care to provide information, support and education. Enable East recommended that the proposed integrated pathway be approved in order to improve patient experience and reduce the costs of the service.

## Leadership Development & Emotional Intelligence Training for Critical Care Nurses

Enable East prides itself on providing a huge range of training programmes which can be tailored for each specific audience. We had the chance to work with a group of critical care nurses to deliver training on leadership development and emotional intelligence.

Our leadership development course centred on identifying the difference between management and leadership, and examined the qualities of good leadership. Participants were encouraged to look at their own leadership style and learn how to adapt their style depending on their work environment and personalities within their team.

The emotional intelligence (EI) training allowed the participants to explore what makes up EI; self-awareness; self-management; social awareness and relationship management. They looked at these aspects and examined how they manifest themselves in day to day practice. They were given time for reflection to see how they could improve their current EI skills and use them to improve working relationships.

## Ophthalmology Referral Services Pilot Review

In 2012, Suffolk NHS commissioned Enable East to carry out a review of a pilot scheme aimed to determine whether it would be possible for a specific and clearly defined group of eye care services to be treated safely and effectively in the community setting in Suffolk. The scheme aimed to deliver cost savings as a result of more patients being monitored and treated in primary care rather than by Hospital Eye Services (HES).

Enable East was asked to provide analysis on the suitability of the redesigned services to deliver safe, effective and high quality clinical services, and whether they reflected commissioner intentions, integrated well with partner organisations and delivered in line with NHS Suffolk policies.

We used a variety of means to collect relevant information, including carrying out interviews with a random sample of patients in Suffolk to gauge their opinions on the pilot. A comprehensive review of demographic data for Suffolk and activity data for the services were carried out, as well as a desk based review of NHS Suffolk documents relevant to the commissioning process.

Following the review, Enable East made a number of conclusion about the pilot scheme, highlighting the positive step NHS Suffolk had taken of moving care 'closer to home', particularly in a predominantly rural county. We noted that the majority of patients who had been referred to services in the community rather than HES provided positive feedback, but that clarity about the new care pathway was needed to ensure patients were being referred to the new service where appropriate.



## Acute Care Collaborative

Enable East is currently working with a consortium of three acute NHS Trusts in one of the most financially challenged areas of the country.

Senior project leads are offering support to clinicians from across the three organisations to develop more integrated approaches to service delivery for key acute pathways including ENT, dental and vascular surgery.

The project team, supported by a junior project manager from Enable East are able to ensure that all stakeholders are kept up to date on progress by providing regular project highlight reports for each workstream.

Implementation of the new integrated pathways begins in early 2016.