

## Item 4.6a

# LIVERPOOL HEART AND CHEST HOSPITAL

## Cardiology Strategic Plan 2015/2020

---

### 1.0 INTRODUCTION

This document sets out a vision for cardiology services within Liverpool Heart and Chest Hospital and the actions and plans that need to be delivered. The plan has been developed from within the Cardiology Division, taking into account the views of the clinical staff. It outlines plans and actions for the next 12 to 24 months, which we believe will position the Division in a strong position within the network and which fits with the intentions outlined thus far, by our commissioning colleagues.

The following drivers for change have been considered when developing the strategic plan:

#### *Healthy Liverpool Programme*

The programme is looking to:

- Eradicate duplicated and fragmented services;
- Develop new models of care which are patient-centred;
- Encourage the development of 'innovative' services to be provided in the community and at a community level.

Following discussions at the Healthy Liverpool Programme Cardiology Group there is agreement in principle, to work towards a single service line for cardiology services across Liverpool.

#### *Plans for a Single Site Trauma Centre*

Discussions are going on between Royal Liverpool and Broad Green University Hospitals and Aintree University Hospitals with a view to developing a major trauma centre in Liverpool. It is still envisioned, at this stage, that there will continue to be two accident and emergency units through which patients with acute cardiac conditions will be admitted.

#### *Commissioning of Cardiac Services in the North West Report*

This report commissioned by the North West (which was due to be published in November 2014) is likely to articulate by service line how the commissioners in the North West will contract and commission services for the next five years and potentially will advise the detail in relation to the 'co-commissioning of specialised services in partnership with CCGs'<sup>1</sup>

---

<sup>1</sup> **Commissioning Intentions 2015/16 for Prescribed Specialised Services** This document published by NHE England in September 2014, outlines the intent to develop 'co -commissioning the majority of specialised services in partnership with CCGs.'

### ***Proposed Congenital Heart Disease Standards and Service Specification***

NHS England have outlined their intent during 2016/17 to commission services for congenital heart disease which meet the 'new' standards, due to be issued in August 2015.

### ***Recruitment***

A number of surrounding DGHs are struggling to recruit to cardiology posts, which is in turn impacting upon their ability to provide a quality service and effectively manage urgent care. A number of these organisations have approached Liverpool Heart and Chest Hospital to see what support the Trust could offer.

### ***Cardiovascular Disease (CVD) Outcomes Strategy - Improving outcomes for people with or at risk of cardiovascular disease***

This outcomes strategy identifies for commissioners and providers of health (including public health) and care services the ten key actions that will make a difference in improving outcomes for CVD patients, in line with the NHS, Public Health and Adult Social Care Outcomes Frameworks, and in the context of the new structures. The ten key actions are:

- Manage CVD as a single family of diseases
- Improve prevention and risk management
- Improving and enhancing case finding in primary care
- Better identification of very high risk families/individuals
- Better early management and secondary prevention in the community
- Improve acute care
- Improve care for patients living with CVD
- Improve end of life care for patients with CVD
- Improve intelligence, monitoring and research and support commissioning

### ***North West Cardiac QIPP Proposals***

The Specialised Commissioning Team (North) have outlined the following areas where they anticipate making QIPP savings during 2015/16:

- Primary PCI treat and transfer audit
- Cardiology Outpatients referrals and triage
- Acute Coronary Syndrome
- Cardiac Ablation

### ***Increased Demand***

Demand within electrophysiology and pacing continues to increase year on year and is anticipated to continue to increase over the next five to ten years.

## 2.0 CARDIOLOGY DIVISION STRATEGIC PLAN

<b>VISION</b>	<b>TO BE A NETWORK LEADER IN A CARDIOLOGY NETWORK OF EXCELLENCE</b>
<b>OBJECTIVES</b>	<p>To continue to be a provider of high quality tertiary services where this expertise and status has already been established and look to establish itself as tertiary service provider in new areas as the opportunities arise</p> <p>To continue to deliver high quality clinical outcomes and continue to strive towards reducing the variations in clinical outcomes for all patients</p> <p>To continue to develop and provide services, which are consistent with the Trust Vision <i>to be the best integrated cardiothoracic healthcare organisation</i></p>
<b>WORKING PRINCIPLES</b>	<p>To support, where possible, cardiology services across Cheshire &amp; Mersey in meeting their general cardiology commitments</p> <p>To develop services and approaches which establish the cardiology division as a leader within a cardiology network of excellence across the Cheshire and Mersey region</p> <p>To work in partnership with cardiology services across Cheshire &amp; Mersey to develop services and innovative solutions</p> <p>To continue a sustainable and successful cardiology division within LHCH for services provided to patients outside of Liverpool</p>

<b>Service Line</b>	<b>Strategic Objectives</b>
<b>General Cardiology</b>	<p>To work in partnership to recruit and retain cardiologists across Cheshire &amp; Mersey;</p> <p>To work in partnership to develop innovative solutions to service pressures</p>
<b>Coronary Interventions</b>	<p>To continue to be the C&amp;M lead (and only) centre for PCI;</p> <p>To be the network lead in terms of PCI training and support;</p> <p>To work with Healthy Liverpool partners to improve the ACS patient pathway;</p> <p>To understand and respond to the impact of non-interventional service changes such as imaging;</p>
<b>Electro Physiology (EP)</b>	<p>To meet the recommended minimum intervention rates and activity demand;</p> <p>To be the network primary centre and lead for EP services;</p>
<b>Devices and Pacing</b>	<p>To be the network primary centre and lead for ICD and CRT;</p> <p>To meet the recommended minimum intervention rates and activity demands;</p>
<b>Cardiac Imaging</b>	<p>To develop LHCH as the regional cardiac imaging hub;</p> <p>To develop a regional cardiac imaging strategy and shared protocols;</p>
<b>Community Services</b>	<p>To develop (through Healthy Liverpool) a robust and high quality community service for cardiology;</p> <p>To evaluate opportunities to develop Knowsley + model in line with a Cardiology Accountable Care Organisation model;</p>
<b>Other Tertiary Services</b>	<p>To develop and implement the Liverpool Service Model for congenital heart disease;</p> <p>To establish high quality tertiary service in new areas as the opportunities arise, e.g. Inherited Cardiac Conditions</p>

### 3.0 DELIVERY OF THE STRATEGIC PLAN

Achievement of these service line objectives, is coordinated through a number of work programmes. Cognisance must be taken that these work programmes are not mutually exclusive and that there will be an overlap at both service line and strategic objective level; a number of these work programmes are already in progress; and that each work programme may be delivered through a number of discrete and linked projects.

<b>Work Programme</b>	<b>Overview</b>
<b>Workforce</b>	<p>To develop a five year medical workforce plan which takes into account the following strategic objectives:</p> <ul style="list-style-type: none"> <li>• Work in partnership to recruit and retain cardiologists across Cheshire &amp; Mersey;</li> <li>• Work in partnership to develop innovative solutions to service pressures;</li> <li>• To understand and respond to the impact of non-interventional service changes such as imaging;</li> <li>• To meet the recommended minimum intervention rates and activity demand across all service lines;</li> <li>• Opportunities for additional outreach and in reach services particularly in EP, ICE and Devices;</li> </ul>
<b>Capacity and Demand</b>	To document the recurrently resourced capacity (both physical and human) and the potential demands within the service for the next five years within cardiology <sup>2</sup> ;
<b>Catheter Laboratories Review and Forward Plan</b>	<p>To outline the catheter laboratory requirements across the next ten years taking into account the outputs from the workforce and capacity and demand plan and with a view to delivering the following strategic objectives:</p> <ul style="list-style-type: none"> <li>• To continue to be the C&amp;M lead (and only) centre for PCI;</li> <li>• To be the network lead in terms of PCI training and support;</li> <li>• To work with Healthy Liverpool partners to improve the ACS patient pathway;</li> </ul>
<b>Healthy Liverpool</b>	To work with Liverpool CCG, Royal Liverpool and Broadgreen University Hospitals and Aintree University Hospitals through the Health Liverpool Programme to develop the clinical approach for a single cardiovascular disease service line across Liverpool
<b>Networks</b>	<p>Liaise with partners to ensure that</p> <ul style="list-style-type: none"> <li>• LHCH continues to be the network primary centre and lead for EP services;</li> <li>• LHCH continues to be the network primary centre and lead for ICD and CRT;</li> <li>• A regional cardiac imaging strategy and shared protocols are developed; with a view to developing LHCH as the regional cardiac imaging hub;</li> <li>• Informal communication channels to secondary and primary care are improved;</li> <li>• High quality tertiary services in new areas are developed as the opportunities arise, e.g. Inherited Cardiac Conditions</li> </ul>
<b>Congenital Heart Disease</b>	Continue working with Liverpool partners to develop a sustainable and high quality service model for congenital heart disease
<b>Knowsley + Model</b>	<p>Outline the potential to grow and enhance the Knowsley model of service in line with a Cardiology Accountable Care Organisation model;</p> <p>Develop Trust view of what LHCH @ offering is</p>

<sup>2</sup> This piece of work is being carried out at a Trust level

## Cardiology Strategy

### Cardiology Division Strategy on a Page (SOAP)

