



North of England  
Commissioning Support

Partners in improving local health

# Path to Excellence – Phase Two

Thematic review to inform the  
development of an evaluation criteria

September 2018



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## 1 Introduction

The Path to Excellence is five-year healthcare transformation programme across South Tyneside and Sunderland which has been set up to secure the future of local NHS services and to identify new and innovative ways of delivering high quality, joined-up, sustainable care that will benefit the population both now and in the future.

The focus for Phase Two of the Path to Excellence programme is upon:

- Acute medicine and emergency care;
- Emergency surgery; and
- Planned care including surgery and outpatient care.

To help inform the clinical service review process for Phase Two, a thematic review was undertaken of all insight reports produced following engagement with members of the public, patients, staff and stakeholders, as part of the Path to Excellence programme.

The purpose of this activity was to produce a list of general themes in relation to what members of the public, patients, staff and stakeholders want from future services i.e. creating a 'desirable' list of factors. This list will then be tested and refined before development of a final evaluation criteria which will allow different delivery model options for Phase Two to be explored and evaluated against.

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## 2 Public / patient perspective

The following reports were used as part of the review;

- A review of patient experience and perception in Sunderland and South Tyneside – Phase 1 (February 2016);
- Path to Excellence Phase 1 – Consultation Feedback Analysis Report (December 2017); and
- Path to Excellence Phase 2 – Survey analysis (emergency and planned care) (July 2018).

**Note:** The Phase One Consultation Report was felt to be more specific than the others, as its focus was on reporting opinion with regards to the specific consultation options for Phase One (stroke, maternity and children's and young people's services). For this reason, this report has been considered to a lesser extent.

### What do the public / patients want from future local NHS services?

- High quality, safe care
  - Local healthcare services which are quick and easy to access
  - Equity in access to healthcare for all
  - Affordable and efficient transport links / systems in place if I am required to travel for care and treatment and consideration for my family, friends and carers who may have to travel to visit me (including parking charges)
  - To be given choice and involved in decisions about my care
  - To receive the right treatment as quickly as possible
  - Quick access to a specialist opinion
  - Quick access to assessment and diagnostics
  - An efficient and smooth process from attendance or referral to hospital, to treatment and discharge
  - Care tailored to my needs with consideration of my preferences and wishes
  - To be treated with dignity and respect by kind, compassionate and professional staff
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- To be treated in the most appropriate place which has suitable resources and equipment and is staffed by doctors and nurses who have experience of dealing with my health complaint
  - To have trust and confidence in the staff treating me
  - Privacy when being examined, treated or my care discussed
  - To be kept up-to-date and communicated with in a way that I can understand, and being able to ask questions and be involved in decisions as much as I want
  - To be given sufficient information so I am fully aware of my condition and the course of treatment
  - Opportunities for family / carers to ask questions with staff willing to listen to any issues or concerns that they have
  - Cared for on a ward which is well staffed
  - Staff that are able to manage my pain effectively
  - Being able to ring the call bell whilst in hospital and have my requests dealt with in a timely manner (i.e. requests for pain relief, additional support, to ask a question)
  - Staff that are able to understand my anxieties and are able to address these accordingly
  - To be treated in a pleasant, quiet and clean environment whilst in hospital with good quality and choice of food.
  - Healthcare services that are able to manage the demand that is placed on them, avoiding long waiting times, delays and cancellations.
  - Appointments / procedures running on time and to be kept informed if there are any unexpected delays
  - A discharge process that ensures that:
    - I am only discharged when I am ready;
    - I receive notice of when I am being discharged;
    - A plan is in place for my care;
    - I am involved in decisions about my discharge;
    - I know who to contact if I have any problems;
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- I receive the appropriate aftercare information; and
  - My GP and all other healthcare professionals involved in my aftercare are fully aware of my course of treatment.
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- To know which healthcare service is best for me to attend with the seriousness of my health condition
  - To know where different healthcare services are located, when they are open and how I can access them
  - To have trust and be confident in accessing healthcare services
  - To receive continuity of care from health professionals who are aware of my health condition / medical history.
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### 3 Staff / stakeholder perspective

The following reports were used as part of the review:

- Path to Excellence Phase 1 – Consultation Feedback Analysis Report (December 2017);
- Path to Excellence Phase 2 – Seeking Staff views; Event Summary Report (March 2018); and
- Path to Excellence Phase 2 – Feedback from staff events (July 2018).

**Note:** The Phase One Consultation Report was felt to be more specific than the others, as its focus was on reporting opinion with regards to the specific consultation options for Phase One. For this reason, this report has been considered to a lesser extent.

#### What do staff / stakeholders want from future local NHS services?

- A shared vision of focus
  - To deliver the safest, most effective care for patients – ‘excellence’
  - A levelled and future proof service with seamless pathways and integrated services – ‘the right treatment, at the right place at the right time’
  - A provider of services which can meet / exceed national standards
  - Sharing and implementation of best practice
  - Improved capacity and demand management
  - Estates and facilities that are able to cope with demand
  - Fully integrated IT systems
  - Standardisation of practice
  - Integrated teams which allow:
    - Greater capacity and less reliance on agency staff;
    - Stability for staff;
    - Ability to implement 7-day working practices;
    - Improved skill mix;
    - Opportunities for growth and progression;
    - More appealing working practices for staff and new recruits;
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- Exploration of new ways of working; and
  - Recognition and appreciation.
  
  - Specialisation of services
  
  - Equity of services across sites
  
  - Investment in staff – training and CPD
  
  - Investment in departments - resources and equipment
  
  - Allowances and support for those required to work between sites (training, childcare, travel & parking)
  
  - Improved efficiency and cost savings
  
  - A management structure fit to support a sustainable operational merger with the knowledge of clinical aspects of the service / professional leadership
  
  - Improved patient outcomes; improved waiting times and reduced delays / timely assessments and diagnostics, reduced length of stay, fewer complications and re-admissions, improved choice and confidence, continuity of care
  
  - A better discharge and aftercare / rehabilitation process
  
  - Assurances from the North East Ambulance Service on their capacity to support future changes
  
  - To be listened to and have the opportunity to feed into the programme
  
  - Constant improvement through continuous feedback processes
  
  - To be kept-up-to date with open and honest communications.
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