

Fit for the Future

Planned General Surgery

The consultation included two options for Planned Lower GI (colorectal) General Surgery, either as part of a General Surgery centre of excellence at GRH or as part of a centre of excellence for Pelvic Resection at CGH. On Thursday 4th February, the Trust Leadership Team (TLT) at Gloucestershire Hospitals NHS Foundation Trust explored in detail the configuration options against six domains: Quality of Care; Access to Care; Deliverability; Workforce; Strategic Fit and Acceptability.

The discussion benefited from presentations followed by a question and answer session, with clinical leads from the multi-disciplinary General Surgery team. Both proposals had better outcomes for patients at their heart and many benefits. However, it was evident as a result of the debate that there was an alternative, potentially even better option, that includes the best elements from the two options presented and notably the opportunity to deliver more planned elective surgery at CGH than either of the two options consulted on. This opportunity to treat more patients in a centre of excellence for planned surgical care was also something that came through the consultation feedback (with over 40 references to increasing planned care at CGH) from both public contributors and staff.

The recommendation was that further work should begin with the General Surgery team to define this new, emerging option. The focus will be to explore the opportunity to deliver:

- Planned “High Risk” Upper Gastrointestinal (GI) and Lower Gastrointestinal (Colorectal) surgery at Gloucestershire Royal Hospital
- Planned complex and routine inpatient and day case surgery in both Upper and Lower GI (Colorectal) at Cheltenham General Hospital

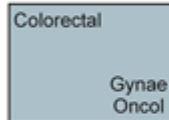
The General Surgery team will now work together to define ‘high risk’ and it is important to note that risk doesn’t equal complexity. A complex operation on an otherwise fit and well patient could be categorised as ‘low risk’ where as a relatively routine operation on a patient with other underlying health conditions could be categorised as ‘high risk’.

Copies of the two presentations are provided overleaf.

**Combined in-patient planned care model
for Colorectal surgery at CGH**
—
**developing Centres of Excellence
delivering Fit for the Future**

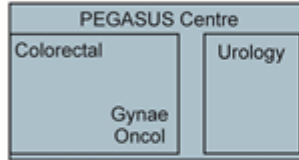
What is the vision?

Single dedicated inpatient unit (ward) for colorectal surgery – joint
working with gynaecological oncology



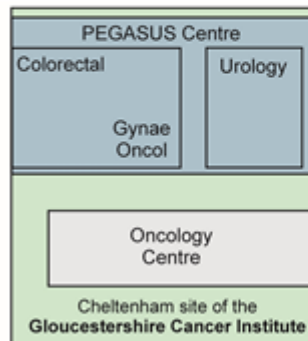
What is the vision?

Development of a flagship centre of lower abdominal and pelvic surgery - 'PeGasUs Centre'



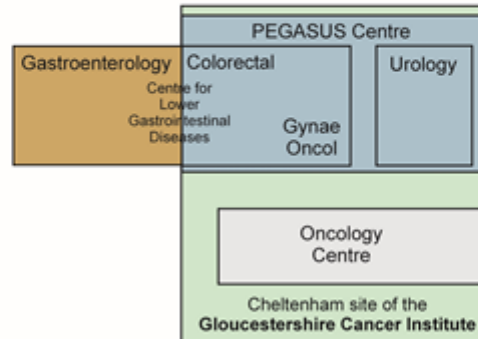
What is the vision?

Enhanced on-site working with the Oncology Centre – supporting the CGH part of the 'Gloucestershire Cancer Institute'



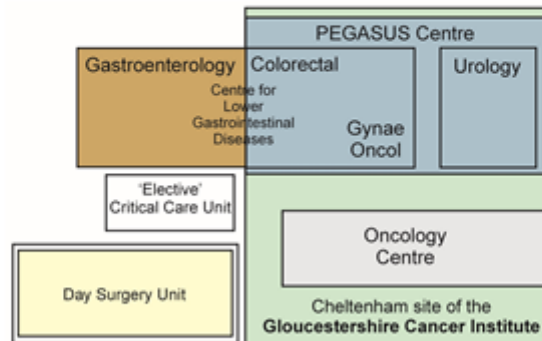
What is the vision?

Development of a single site centre for in-patient lower gastrointestinal disease



What is the vision?

Optimising the use of resources on both Trust sites
Augmenting the delivery of Emergency General Surgery at GRH



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Who for?





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What evidence?



NHS
England
Innovation



NHS
South West
Clinical Senate



Royal College
of Surgeons
ADVANCING SURGICAL CARE



GIRFT
GETTING IT RIGHT FIRST



Fit for the
Future
Your allies in developing
improved hospital services



Gloucestershire Hospitals
NHS Foundation Trust

Public - Partners - Staff
2:1 - 2:1 - 4:1

Trauma & Orthopedics - pilot
 Emergency General Surgery ('trial')
 Urology and Gastroenterology - pilot

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- **Truly separate Centres of Excellence for Emergency and Elective Care**
- **Facilities dedicated to the different needs of the patients and staff**
- **Realising the true potential of a twin site Trust to deliver Fit for the Future**
- **Fully supported by all external opinion**

Future Vision for Gastrointestinal Surgery

Centre of Excellence for High Acuity Care
Centre of Excellence for Planned Care



Who are we?

- Gastrointestinal (GI) Surgery – part of General Surgery
- One team, many parts, all dependent upon each other



- Changes to one part of our service impact on the whole of our service

What do we do?

High Acuity Care

- Emergency General Surgery (EGS)
- Elective major surgery patients
 - Significant risk of becoming unwell during admission
 - Increased risk of requiring a return to theatre
 - Greater risk of needing imaging (CT scans)
 - Higher risk of needing interventional radiology (IGIS)

Planned Care

- Inpatient short stay
- Day case surgery
 - Higher volume
 - Lower acuity
 - Lower risk of complications

This is **80%** of patients undergoing planned surgery

Why do we need to change?



- **Patient Safety**

- High intensity workload
- Difficulty staffing safe rotas for high acuity care across two sites



- **Inequality of patient care**

- Variation in subspecialist input



- **Cancellation of planned care**

- Lack of beds for high volume, lower acuity cases
- Loss of income

Our Future Department of Gastrointestinal Surgery

Centre of Excellence for High Acuity Care

EGS

Elective major surgery

OG cancer
CR cancer
IBD

10% return to theatre
1 every 10 or 11 days

Centre of Excellence for Planned Surgery

Inpatient short stay

Weight loss surgery
Rectal prolapse surgery
Early rectal cancer

Day case patients

Laparoscopic cholecystectomy
Hernias
Haemorrhoids/fistulas

Lower risk of complications

This represents **80%** of patients
undergoing planned GI surgery

Create the Environment

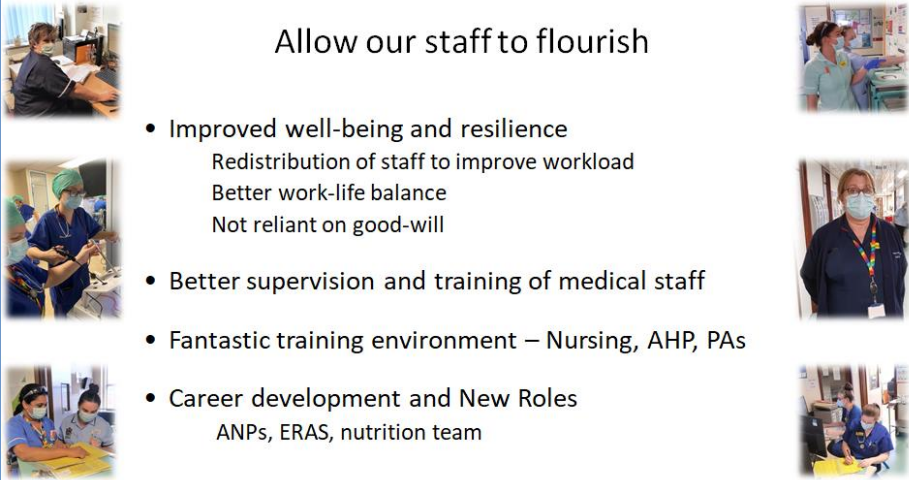
Centre of Excellence for High Acuity Care

- Dedicated SAU
- Dedicated ward for emergency admissions
- Separate dedicated elective major gastrointestinal surgery ward

Centre of Excellence for Planned Care

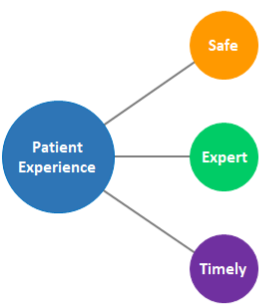
- Specialist unit with dedicated theatre for day case gastrointestinal surgery
- Dedicated ward for short stay gastrointestinal patients
- 5-day unit

Allow our staff to flourish



- Improved well-being and resilience
 - Redistribution of staff to improve workload
 - Better work-life balance
 - Not reliant on good-will
- Better supervision and training of medical staff
- Fantastic training environment – Nursing, AHP, PAs
- Career development and New Roles
 - ANPs, ERAS, nutrition team

What does this mean for our patients?



- **Safety**
 - Patients undergoing high acuity surgery will be looked after by a fully staffed, on site surgical service 24/7
 - Increased continuity of care
- **Subspecialist GI consultant review every day**
- **Operation at the right time**
 - Fewer cancellations of planned cases
 - Fewer complaints
 - Improved Patient Experience

Trust Strategy 2019 to 2024



- Our Purpose**
 - To improve the health, wellbeing and experience of the people we serve by delivering outstanding care every day
- Our Vision**
 - Best Care for Everyone
- Our Values**
 - Caring
 - Listening
 - Excelling

Our GI Surgery Service Centres of Excellence and Fit for the Future

Centre of Excellence for High Acuity Care

- Centre for Emergency General Surgery
- Centre for GI Resections
- Centre for Robotic Surgery



Centre of Excellence for Planned Surgery

- Centre for Biliary Disease
- Centre for Pelvic Floor Disease
- Centre for Bariatric Surgery
- Centre for Early Rectal Cancer



Quality of care

Comprehensive safe cover for all our patients
7-day subspecialty GI review



Workforce

Fully staffed rotas, wellbeing, sustainable
Multi-professional development
Integrated working



Access to Care

Same care for everyone
Service development
Uses both sites
Minimal risk of cancellation



A VISION FOR EXCELLENCE

Strategic fit

Greater separation of planned and high acuity care
Progressive model allowing all aspects of the service to flourish



Deliverability

Staffing, theatres and beds in place
Rotas to maximise training opportunities



Acceptability

First options appraisal
Engagement process
Fits with national guidance



Summary

- Addresses our drivers for change
- Creates the Safest Environment
- Vision for how all our staff can reach their potential

Leading to:

- The Best Care and the Best Outcomes for all our Patients

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Gloucestershire Hospitals
NHS Foundation Trust



A Model Fit for the Future

Trust Strategy

Our Purpose To improve the health, wellbeing and experience of the people we serve by delivering outstanding care every day

Our Vision Best Care for Everyone

Our Values Caring
Listening
Excelling

Our Vision

- Patient safety at its core
- Right patient, right place, right time
- Delivering excellence