



Clinical Strategy - Summary

2021-2026

Our Clinical Strategy will ensure the delivery of effective, excellent and person centred clinical services and care to our patients and communities at an important point in the hospital's history.

Our vision: Putting patients first - providing high quality acute clinical services to support our communities to live a healthier life

The Clinical Strategy supports the development of a new hospital for James Paget under the national New Hospitals Programme.

Representing a significant opportunity for both the James Paget and Norfolk & Waveney, the strategy outlines our creative approach to how we will co-design and deliver local health and care services as we develop as an Integrated Care System (ICS) – a new way of health and care services working closely together.

Our aim is to keep our services focused on the needs of the people we serve, to tackle health inequalities and provide inclusive, high-quality NHS services.

The Clinical Strategy will support our vision for maximised use of digital technology, the development of modern, adaptable and sustainable estates and buildings, the engagement and evolution of our workforce, and to further enable our research ambitions.

To develop our Clinical Strategy, we have engaged with a wide range of clinicians and healthcare professionals at the Trust through creating speciality level development plans and delivering clinical team workshops.

We have also worked with our neighbouring hospitals, Primary Care, Community providers, County Councils, and NHS Clinical Commissioning Groups to further develop networks for services provided out of and in conjunction with the James Paget.

This document defines our strategic direction and ambitions, with planned work to continue our journey.

Why we need a new Clinical Strategy

Growing Population -
 15,000 new homes will be built in the Great Yarmouth and Waveney area over the next 15 years

Ageing Population -
 people are living longer, are increasingly frail and complex. Over 85s make up nearly 4% of the population and account for 16% of all emergency admissions to hospital

Health Inequalities -
 disproportionality impacts our population, leading to higher emergency admissions and deaths from preventable causes

Other care needs -
 1 in 7 people experience a common mental health disorder – locally, long term mental ill health is higher than the national average

Our Clinical Strategy –

Key Themes with Supporting Principles

Theme 1

Working with partners on alternatives to hospital care

Supporting the population to live well at home, avoiding unnecessary hospital attendances and admissions.

This theme will see:

- Partnership working leading to improved patient care and outcomes
- Prevention of ill-health
- Maximised use of digital technology
- Promotion of seamless integration, through partnership working with other health and care sectors, and through increased working with other acute providers in the Norfolk and Waveney ICS

Theme 2

Person centred care with a focus on quality outcomes and user experience

If you do need to receive NHS care at the hospital or in the community, we want this to be a positive experience and for it to be centred on you.

This theme will see:

- Reduced waiting times
- Holistic care wrapped around the person and their mental and physical health and their wellbeing needs
- 7 day service provision
- Separation of planned and unplanned care to minimise the number of elective operation cancellations
- Single waiting list across the ICS supporting patient choice

Theme 3

Coming home, and living well in the community

Once you have received your care, we want you to be able to return home to your community, with support to recover and live well.

This theme will see:

- Seamless transition between hospital care and care provided in the community
- Improved self-management approach for patients with long term conditions
- Promoting care at home, in the community or remotely, to support the reduction of unnecessary acute hospital attendances
- Reduced lengths of stay through reablement and therapy input
- Increased access to diagnostics

Improving integration and partnership working

Reducing health inequalities

Reducing unwarranted variation

Enabling the delivery of our Clinical Strategy

Alongside partners within the Norfolk and Waveney Integrated Care System, our Clinical Strategy will be supported by the following supporting workstreams:

People

We are a leading healthcare organisation within the Norfolk and Suffolk health systems, and are developing a compassionate supportive culture that makes the hospital an attractive place to work, enabling our staff to deliver the highest standard of care.

We will focus on leadership, management and career development, and the establishment of long term workforce plans in line with our Clinical Strategy and collaboration with partner organisations. We recognise our Clinical Strategy and the New Hospital Programme will present new opportunities and challenges for our workforce, and we will continue to co-design services with our staff for the future.



Buildings

Through the Department of Health and Social Care's New Hospital Programme, the James Paget has been successful in receiving seed funding to develop a Health and Social Care Campus to replace our existing site.

We are working on a masterplan for our estate, recognising how and where services are configured and located as a key part of how the Clinical Strategy will be delivered, and focusing on the 'user experience' - patients, visitors and staff - aiming to make their use of the site, its buildings and facilities, and the journeys between them, logical and simple to navigate.



Digital

Our Clinical Strategy is supported by the vision of our Digital workstream, focusing on how every patient engagement point, every system and operational process point will become a location whereby information can be collected, accessed and modified.

Through moving from paper-based information to digital platforms, technology will contribute to transforming care in a sustainable, efficient and effective way, allowing further clinical and nursing time for personalised, direct care and for the new hospital to have world-class digital capability.



Research

There is a real passion for research at the James Paget within the clinical teams, as well as good take up from patients and staff engaging in clinical trials and research projects.

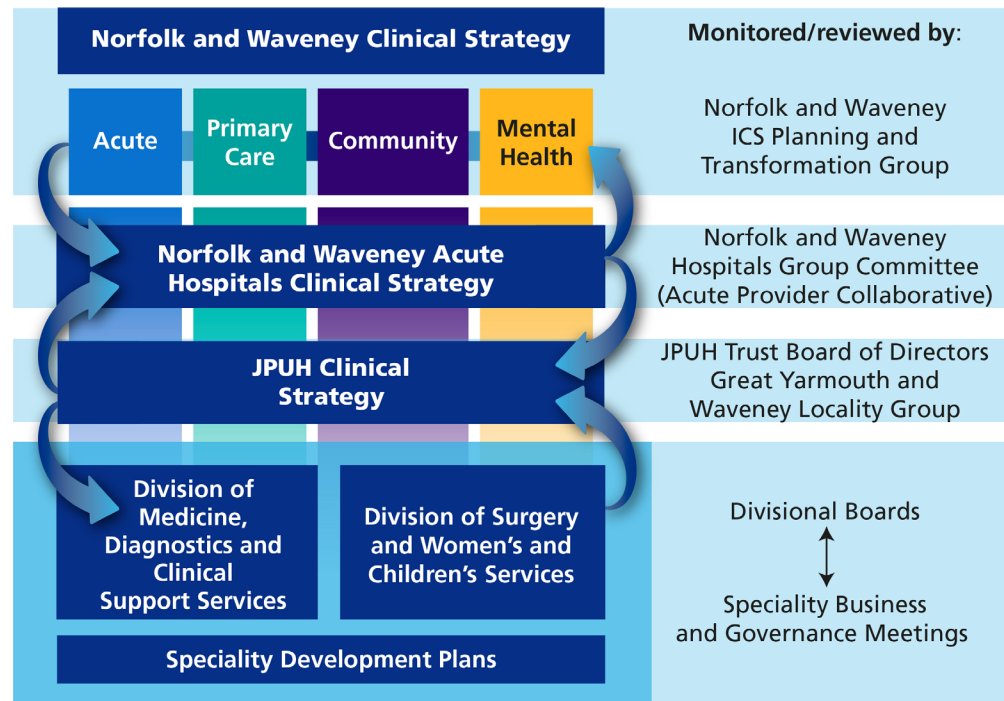
We will continue to maximise opportunities for patients and staff to be involved in research projects, provide our workforce with the skills to deliver world-class research, collaborate with Norfolk and Waveney partners to meet local need, and embed research as 'business as usual' within everything we do.



Our Clinical Strategy and the Norfolk and Waveney Clinical Strategy

The JPUH Clinical Strategy will support the Norfolk & Waveney Clinical Strategy, also currently in development.

The two Strategies will be aligned and consistent. The JPUH Clinical Strategy will be a sub-set of the Norfolk & Waveney system-wide Strategy, which has a wider range of partners / health and care providers.



Next Steps

Our Clinical Strategy is informing the initial planning of the James Paget's New Hospital Programme development during 2021/22.

It is a 'live' document that will continue to be developed, particularly in line with the emerging Norfolk and Waveney Clinical Strategy.

Work to determine our Clinical Strategy further during 2021/22 will include:

- Further demand and capacity modelling through health care planners to turn the Vision and Themes into future models of care
- Liaison with clinicians to ensure services are located in suitable accommodation
- Continued engagement with our partners in Norfolk and Waveney
- More detailed work at speciality level agreeing new models of care and future resource requirements, clinically led and co-produced with partners
- Further development of the enabling strategies
- The Service Development Plans are the bedrock of the Clinical Strategy. Going forward these will form part of the annual planning process for the Divisions within the hospital and will be kept up to date

This is OUR Clinical Strategy, and your views matter!
Give us your feedback here: communications@jpaget.nhs.uk