

South Warwickshire NHS Foundation Trust: CQC Registration Statement of Purpose

Part 1: Details of the registered organisation.

Name of organisation:	South Warwickshire NHS Foundation Trust
Provider ID	RJC
Legal status of service provider:	An organisation
Chief Executive: Managing Director:	Mr. Glen Burley Mrs Anne Coyle
Nominated Individual:	Mrs Fiona Burton, Director of Nursing
Correspondence address:	Fiona Burton, Director of Nursing South Warwickshire NHS Foundation Trust Management Corridor Warwick Hospital Lakin Road Warwick CV34 5BW
Telephone	01926 495321 ext. 8112
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Registered locations:

Warwick Hospital Lakin Road Warwick CV34 5BW	Stratford Hospital Arden Street Stratford-upon-Avon CV37 6NX	Ellen Badger Hospital Stratford Road Shipston-on- Stour Warwickshire CV36 4AX	Royal Leamington Spa Rehabilitation Hospital Heathcote Lane Leamington Spa Warwickshire CV34 6SR
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Regulated activities:

Diagnostic and screening procedures
Family Planning
Surgical Procedures
Treatment of disease, disorder or injury
Management of supply of blood derived products etc
Maternity and midwifery services
Termination of pregnancies
Treatment or medical treatment for persons detained under the 1983 Act (The Mental Health Act 1983)

Part 2: Brief Trust overview

The Trust has grown significantly since we first became a Foundation Trust in 2010. We now provide services across the whole of Warwickshire as well as community children's services into Coventry and Solihull. In 2017 a 'Foundation Group' was created in partnership with South Warwickshire NHS Foundation Trust (SWFT) and Wye Valley NHS Trust (WVT). In June 2018 George Eliot Hospitals NHS Trust (GEH) joined the Group. The 'Foundation Group' model retains the identity of each individual trust whilst strengthening the opportunities available to secure a sustainable future for local health services. All three organisations face similar challenges and have a common strategic vision for how these can be solved.

The Trust's strategy is to continue to develop specialist services to meet the needs of our population in a range of settings, sometimes only providing support and advice to primary care colleagues to ensure seamless effective care. We will focus on patient safety and patient experience to fully maximise the opportunities presented by patient choice.

Our Strategy is to be even more of a lead (or anchor) organisation in the communities that we serve. We have a role which goes well beyond simply looking after people who are unwell. Our aim is to stitch together a health and care system which keeps people happy and well and which has a positive impact on the environment and on the wellbeing of people both now and in generations to come

Approximately 4,382 people are employed by The Trust in delivering services to half a million people across Warwickshire. In addition, Young People and Family services are provided in Coventry and Solihull.

The Trust has a number of sites including:

Ellen Badger Hospital – Continuing rehabilitation, help with medicines management and assistance for those with reduced mobility is provided across Ellen Badger Hospital's rehabilitation ward and day hospital. A First Aid Centre is also located on site to treat a range of minor injuries and illnesses. Major redevelopment work is planned following approval by the Trust in early 2018.

Leamington Spa Hospital – Adult rehabilitation services are provided to inpatients from Feldon Ward and a number of outpatient clinics are also offered. Also located on the site, the Central England Rehabilitation Unit (CERU) offers state-of-the-art facilities to enable patients with acquired brain injuries to receive specialist neuro-rehabilitation. A national centre of excellence, CERU contains 42 beds across Campion and Chadwick wards.

Out of Hospital Services – In support of the Trust's strategy, an increasing focus is placed on providing care in the heart of communities and reducing the need to admit into acute hospitals. Staff provide a broad mix of care throughout Warwickshire, treating patients through home visits and clinics at locations such as Cape Road Clinic, Camp Hill Clinic and the Orchard Centre. In Coventry and Solihull a range of services are offered to children, young people and families.

In January 2017 the Trust launched the HomeFirst Service, an integration of Reablement and Intermediate Care services to provide a new county wide service in partnership with Warwickshire County Council (WCC).

Stratford-upon-Avon Hospital – Following major redevelopment work, the hospital has been expanded to consist of two buildings. Building One is spread across three floors and houses an ophthalmology unit, The Rigby Cancer Unit, an outpatient pharmacy, and health and wellbeing hub Café Lomas. An Outpatients Department and a Minor Injuries Unit, together with the Nicol Unit, is located in Building Two.

Warwick Hospital – Acute services provided at Warwick Hospital include Accident and Emergency, Diagnostic and Pathology, Main and Day Surgery Theatres in addition to an Intensive Care Unit and Coronary Care Unit. Maternity care is also provided at Warwick Hospital, including a Special Care Baby Unit and the Bluebell Birth Centre, a midwifery-led birthing unit. These, along with a large number of other services, make the hospital the Trust's largest site.

The Trust's strategy recognises the importance of partnerships to the future delivery of services. As more care is delivered outside of hospitals and we move from an illness service to one of prevention, the requirement for partnerships with third sector, charities and other non NHS organisations will become greater.

The new NHS Long Term Plan, launched in January 2019, gives us an opportunity to review our local plan to consider the additional funding the NHS will receive over the next five years. We expect a revised version of our local plan to be published later this year.

To ensure our plan meets the needs of local people we have engaged with those who know health and care services the best – patients, staff and the public. We sought their views on how to improve health and care and how we can best use our combined resources. This includes working closely with our local authorities, and with local voluntary and community groups.

- Provider Alliance - To support provider collaboration the Coventry and Warwickshire Provider Alliance was created. This has helped to build more formal partnerships between providers to develop new models of care for the system. Some of the projects that have been looked at during 2019/20 included Pharmacy Aseptics, Maternity and Paediatrics and some cancer services.
- Warwickshire County Council and Care homes - During 2019/20 we have strengthened our relationship with Local Authority and care homes, recognising the need to deliver care differently. During quarter 2 of 2019/20 the Trust, in partnership with Warwickshire County Council have appointed a Senior Integrated Commissioning Manager and a Public Health Consultant to support a more integrated approach to delivering services.
- Place – Our populations have been divided into four places; Coventry, Rugby, Warwickshire North and South Warwickshire. This is where the majority of our services are delivered and there are a number of key partnerships including hospices, district councils and the wider network detailed in the Trust strategy document.
- Network arrangements - There are a number of these that continue to operate across Coventry and Warwickshire including the Pathology Network and Arden Cancer Network.
- Rigby Foundation – A relationship that has been strengthened during 2019/20 is the one between the Trust and the Rigby Foundation. A new digital hub supported by the Rigby group will enable us to progress our digital strategy.

- We have strong relationships with other local acute providers, including University Hospitals Coventry and Warwickshire NHS Trust (UHCW) and George Eliot Hospital NHS Trust (GEH).
- More recently we have entered into a partnership arrangement with Coventry and Warwickshire Partnership NHS Trust (CWPT) to submit a proposal to commissioners on Out of Hospital Services. The proposal covers a large proportion of community services that are currently delivered by the Trust in Warwickshire and CWPT in Coventry. As the proposal needs to cover the whole footprint both organisations have worked together to develop a Coventry and Warwickshire Model

Trends, Risks and Uncertainties Affecting the Trust

Covid-19 (Coronavirus) – the pandemic that started to impact in March 2020 will provide risk and uncertainties for 2020/21. The Trust is likely to see an increase in emergency pressure and more advanced stage cancers due to reduction in screening and public not using urgent care when needed. A recovery plan is being developed to get services operating as quickly as possible, however there is also a social element to this with so many people ‘shielding’ and at high risk not wishing to use health care facilities.

South Warwickshire continues to have a growing elderly population. This increase in frail patients with complex, multidisciplinary care needs is a challenge for the organisation, particularly during the winter months. There is a continued focus on how care will be delivered in the future through more integrated working.

Workforce - There continues to be workforce challenges nationally for the NHS. Locally this continues to be a risk; however, the Trust has undertaken several recruitment initiatives in order to recruit more clinical and nursing staff. In 2020/21 the Trust needs to be aware of challenges with our partners’ workforce such as the care home sector and primary care.

The outcome of Brexit, in particular the impact on the NHS, has been a national uncertainty throughout 2019/20 and continues to be for the years to come. The Group also continue to work closely with partners, NHS England and NHS Improvement around preparations for the EU exit process to ensure contingency plans are robust.

SWFT Clinical Services Ltd is a wholly owned subsidiary company of South Warwickshire NHS Foundation Trust. During 2019/20 there was a move to standardise the way trusts can create a wholly owned subsidiary and this could impact the way in which SWFT Clinical Services Ltd operates in the future.

Mergers of CCG, development of strategic commissioner and development of Integrated Care Systems all provide a level of uncertainty and risk. The Trust has spent time to prepare for these changes in readiness to deliver care differently.

Trust Values

Core Purpose

- Our core purpose is to provide high quality, clinically and cost effective healthcare services that meet the needs of our patients and the population that we serve.

Core Values

Safe - we put safety above everything else

- keep patients, service users and staff safe
- take personal responsibility
- deliver high quality care
- listen, value and support our staff

Effective - we will do the right thing at the right time

- proactively seek to make improvements
- work in partnership
- deliver evidence based care
- engage and involve

Compassionate - we offer compassionate care to everyone

- friendly, helpful and courteous
- sensitive to individual needs
- respect privacy, dignity, diversity and choice
- offer care we would want for ourselves and our loved ones

Trusted - we will be open and honest

- treat everyone with openness, honesty and respect
- decisions driven by our local communities and a public service ethos
- commitment to excellence
- maintain professional standards

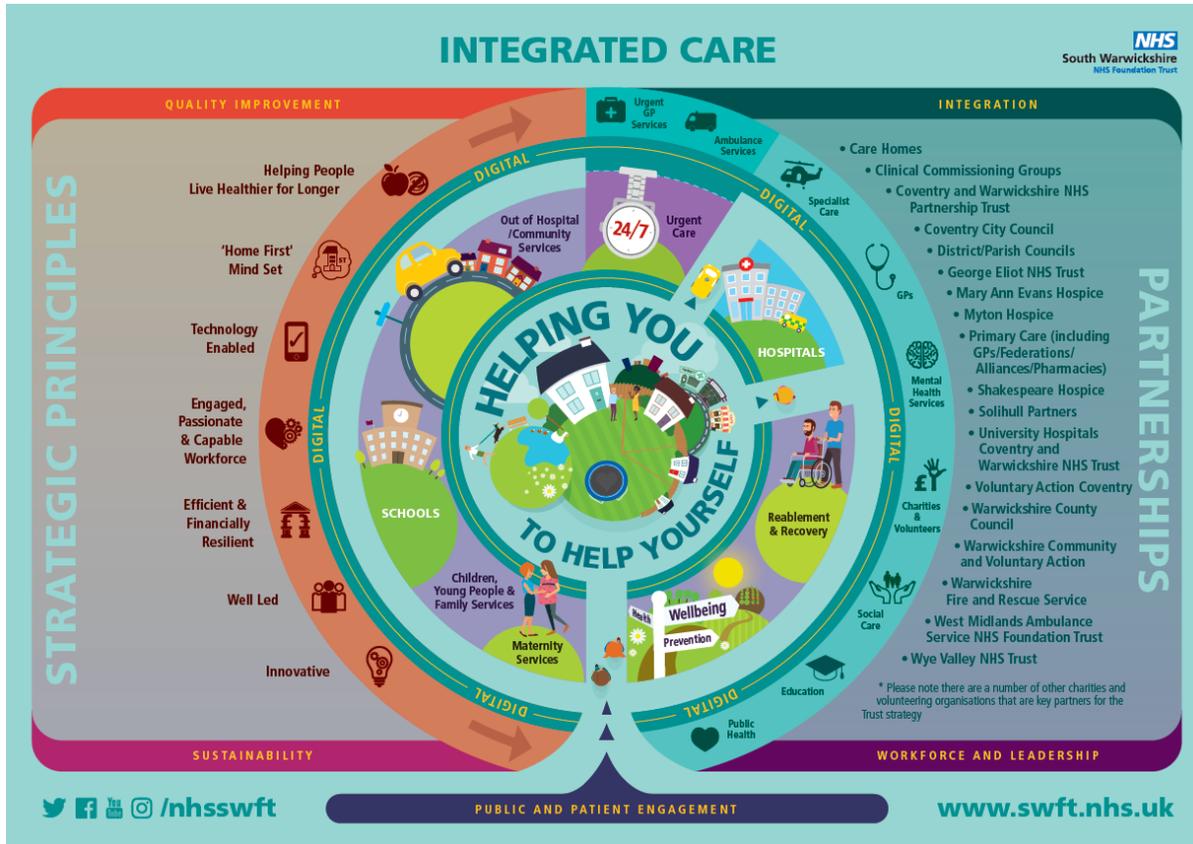
Our Goals

- To deliver superior patient experience and clinical outcomes as measured by national benchmarks.
- To be nationally recognised as an exemplary model of an integrated healthcare system.
- To attain high levels of productivity and efficiency

Strategy

In April 2016 we launched our Trust strategy. Together with others we will use all of our expertise and resources to support and improve the wellbeing of our communities. Our strategy focuses on health not illness and is delivered through our engaged and passionate workforce.

During 2019/20 the Trust strategy was reviewed, and all the key pillars and future direction of the strategy accepted. There was however one area of discussion that has included a change to the strategy for the Trust and this was digital which has been added to the dashboard used to describe the Trust strategy.



Trust Objectives 2020/21

2020/21 TRUST & GROUP Objectives

	TRUST Objectives 	GROUP Objectives   
QUALITY IMPROVEMENT	<p>Deliver additional car parking at Warwick Hospital and implement new strategy to operate parking</p> <p>Develop a public and patient engagement strategy with partners</p> <ul style="list-style-type: none"> • Key role as an anchor organisation in the community that supports sustainability, local economy and agreed priorities with partners • Work with partners to develop an agreed approach for community involvement in key decisions 	<p>Develop a compassionate end of life care strategy and public campaign with partners</p> <ul style="list-style-type: none"> • Discuss the last 1000 days of people's life with our local communities
SUSTAINABILITY	<p>Develop a strategy for the Central England Rehabilitation Unit and the Leamington Spa site</p>	<p>Review capacity of non-acute beds and explore new models of care</p> <ul style="list-style-type: none"> • This will look at community hospital beds, discharge to assess beds and care at home, to support people to remain healthy. The review will take into account the 92% bed occupancy in acute beds
WORKFORCE & LEADERSHIP	<p>Focus on nurse recruitment and retention (recognising that this will include the development of new local workforce plans)</p>	<p>Implement plans to improve the wellbeing of our staff</p> <ul style="list-style-type: none"> • Undertake site reviews with the aim of releasing space for staff to meet/take breaks/etc • Implement a Trust wide "Living the Values" project • Support our staff to live healthy lives
INTEGRATION		<p>Move more care into Out of Hospital/community services</p> <ul style="list-style-type: none"> • Develop new financial models with GPs to support this • Support our communities to live healthier and longer lives
DIGITAL		<p>Work with local commissioners in readiness to operate as a lead provider</p> <ul style="list-style-type: none"> • Move to new contracts that focus on health outcomes for people • Work with partners to understand the role for SWFT in Warwickshire North and Rugby lead provider models • Agree a plan with commissioners to be lead provider in South Warwickshire • Implement a population health approach at Primary Care/Place based team level (give our teams in and out of hospital information that helps them target their time in the best way to keep our local community healthy) <p>Continue to implement the digital strategy</p> <ul style="list-style-type: none"> • Decision on new EPR (Electronic Patient Record) System, deliver a digital hub to test technology solutions and reduce face to face follow up outpatient appointments through technology

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Part 3: Regulated Activities, the types of services within them and the service user band to which they are delivered by South Warwickshire NHS Foundation Trust

The Trust delivers a number of regulated activities over five sites and the table below identifies which activity is provided at each site. Appendix 1 identifies the types of services delivered within each regulated activity at each of the registered locations.

		Location			
		Warwick Hospital (SWFT HQ)	Stratford	Rehab hospital	Ellen Badger
Service type		Acute; community services	Acute	Acute; Rehab services	Acute;
Service user band		Whole population	Whole population	Older people; Younger adults; Children 13-18	Whole population
Regulated activity	Diagnostic and screening procedures	✓	✓	✓	✓
	Family Planning	✓			
	Surgical Procedures	✓	✓		
	Treatment of disease, disorder or injury	✓	✓	✓	✓
	Management of supply of blood derived products etc	✓			
	Maternity and midwifery services	✓	✓		
	Termination of pregnancies	✓			
	Treatment or medical treatment for persons detained under the 1983 Act (The Mental Health Act 1983)	✓			

Through the delivery of the above listed regulated activities, SWFT is committed to meeting the needs of the community by providing services both to the unwell and supporting others to remain well through effective assessment, treatment and promoting healthy lifestyles.

Satellite Outpatient Clinic

SWFT runs a community End of Life clinic which is based at Myton Hospice, Rugby.

COVID-19 related adjustments to service

During the COVID-19 pandemic SWFT could be required to open a flexible number of beds, dependant on demand, within a dis-used ward at Ellen Badger Hospital, which is already registered to SWFT. These beds will be utilised as part of the Coventry and Warwickshire surge planning for the following purposes:

- System wide step-down beds when other preferred or interim pathways are not available
- To support winter resilience (SWFT only)

REGULATED ACTIVITIES OVERVIEW

Diagnostic and screening procedures

This Trust carries out diagnostic and screening procedures involving—

- (a) The use of X-rays and other methods in order to examine the body by the use of radiation, ultrasound or magnetic resonance imaging;
- (b) The use of instruments or equipment which are inserted into the body to—
 - (i) View its internal parts, or
 - (ii) Gather physiological data;
- (c) The removal of tissues, cells or fluids from the body for the purposes of discovering the presence, cause or extent of disease, disorder or injury;
- (d) the use of equipment in order to examine cells, tissues and other bodily fluids for the purposes of obtaining information on the causes and extent of a disease, disorder or injury; and
- (e) The use of equipment to measure or monitor physiological data in relation to the—
 - (i) audio-vestibular system,
 - (ii) Vision system,
 - (iii) Neurological system,
 - (iv) Cardiovascular system,
 - (v) Respiratory system,
 - (vi) gastro-intestinal system, or
 - (vii) urinary system,

For the purposes of obtaining information on the causes and extent of a disease, disorder or injury, or the response to a therapeutic intervention, where such information is needed for the purposes of the planning and delivery of care or treatment.

Family Planning

The Trust carries out insertion or removal of an intrauterine contraceptive device, either by, or under the supervision of a health care professional.

Surgical Procedures

This Trust undertakes surgical procedures (including all pre-operative and post-operative care associated with such procedures) carried on by a health care professional for—

- a) the purpose of treating disease, disorder or injury.

Elective surgery is not provided to children under 2 years of age.

Treatment of disease or injury

This Trust provides treatment for a disease, disorder or injury by or under the supervision of—

- (a) a health care professional, or a multi-disciplinary team which includes a health care professional.

Management of supply of blood and blood derived products etc.

As a hospital, South Warwickshire NHS Foundation Trust Head Quarters (located at Warwick) supplies blood and blood products to another of its hospitals, namely Stratford Hospital for the purpose of transfusion.

With regards to stem cells, these are for autologous transplant and fall outside the activities to be declared.

Maternity and midwifery services

This Trust provides maternity and midwifery services carried on by, or under the supervision of, a health care professional to the whole population.

Termination of pregnancies

Termination of pregnancies are carried out but only offered by the Trust to women who require a termination for medical reasons such as fetal abnormality.

Treatment or medical treatment for persons detained under the 1983 Act (The Mental Health Act 1983)

From time to time employees of South Warwickshire Foundation Trust (SWFT) will be involved in the admission, care, treatment and discharge of patients who may be detained, or be required to be detained, under the Mental Health Act (1983 and the 2007 amendment). A Service Level Agreement developed with the local Partnership Mental Health Trust to discharge certain responsibilities under the Act. These will include:

- The role of Responsible Clinician which will be undertaken by a Consultant Psychiatrist from the Mental Health Trust
- The setting up of an Appeals Tribunal when required
- The power to discharge patients from detention under the Act

Appendix 1: Service area detail for each regulated activity at each registered hospital location

Specialty / Service	Division	Regulated Activity							Service Type			Service user band						Tier of Service					Service Site					
		Diagnostic and screening procedures	Family Planning	Surgical procedures	Treatment of disease or injury	Management of supply of blood	Maternity and midwifery services	Termination of pregnancies	Acute Services	Out of Hospital Services	Rehabilitation Services	Older people	Younger Adults	Children 0-3	Children 4-12	Children 13-18	Secondary Care Service	Out of Hospital Service	In-patient	Out-patient	Day case	Warwick Hospital	Stratford Hospital	Ellen Badger	Leamington Rehabilitation Hospital	Warwickshire wide	Coventry	Solihull
General Surgery	Surgery	✓		✓	✓			✓			✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓					
General Medicine	Medicine	✓			✓			✓	✓	✓	✓	✓				✓	✓	✓	✓	✓	✓	✓	✓	✓				
Accident & Emergency	Medicine	✓		✓	✓			✓			✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓					
Minor Injuries	Medicine	✓			✓			✓			✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓					
First Aid Centre – Ellen Badger	Out of Hospital	✓			✓				✓		✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓					
Anaesthetics	Surgery	✓			✓			✓			✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓					
Pain Management	Surgery	✓		✓	✓			✓			✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓					
Anti-coagulation/DVT	Surgery	✓			✓			✓			✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓					
Audiology (including paediatric)	Surgery	✓			✓			✓	✓		✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓					
Cardiology	Medicine	✓		✓	✓			✓			✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓					
Cardiac Catheterisation	Medicine				✓			✓			✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓					
Children's Nursing Team	Woman & Children				✓				✓			✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓					
Clinical Haematology	Surgery	✓			✓			✓			✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓					
Clinical Oncology	Surgery	✓			✓			✓			✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓					
Colposcopy	Surgery				✓			✓			✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓					
Community Adults Services	Out of Hospital	✓			✓				✓		✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓			✓		
Community Hospitals	Out of Hospital	✓			✓				✓		✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓			✓		
Continence service	Out of Hospital	✓			✓			✓	✓		✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓			✓		
Critical Care Medicine	Surgery	✓			✓			✓			✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓					
Dermatology	Surgery	✓		✓	✓			✓			✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓					
Diabetes AND Endocrinology	Medicine	✓			✓			✓	✓		✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓					
Dietetics	Support Services				✓			✓	✓		✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓			✓	✓	
Endoscopy	Surgery	✓		✓	✓			✓			✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓					
Ear, Nose, Throat	Surgery	✓		✓	✓			✓			✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓					
Gastroenterology	Surgery	✓			✓			✓			✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓					
Gynaecology	Surgery	✓		✓	✓			✓			✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓					
Geriatric Medicine	Medicine	✓			✓			✓			✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓					

Specialty / Service	Division	Regulated Activity							Service Type			Service user band					Tier of Service					Service Site						
		Diagnostic and screening procedures	Family Planning	Surgical procedures	Treatment of disease or injury	Management of supply of blood	Maternity and midwifery services	Termination of pregnancies	Acute Services	Out of Hospital Services	Rehabilitation Services	Older people	Younger Adults	Children 0-3	Children 4-12	Children 13-18	Secondary Care Service	Out of Hospital Service	In-patient	Out-patient	Day case	Warwick Hospital	Stratford Hospital	Ellen Badger	Leamington Hospital	Warwickshire wide	Coventry	Solihull
Health Visiting	Out of Hospital	✓							✓																			
Maternity and Midwifery	Surgery	✓		✓	✓			✓		✓																		
Medical Measurement	Medicine	✓																										
Neonatology	Surgery	✓			✓																							
Neuro Rehabilitation Service	Elective				✓					✓														✓				
Obstetrics	Surgery	✓		✓	✓			✓																				
Ophthalmology	Surgery	✓		✓	✓																							
Oral Surgery	Surgery	✓		✓	✓																							
Orthodontics	Surgery	✓		✓	✓																							
Occupational Therapy	Support Services				✓					✓																		
Paediatrics	Surgery	✓		✓	✓																							
Palliative Care	Out of Hospital				✓																							
Pharmacy	Surgery				✓																							
Physiotherapy	Support Services	✓																										
Podiatry	Support Services				✓																							
Private Patients	Surgery	✓		✓	✓																							
Psychology	Support Services				✓																							
Radiology	Medicine	✓																										
Respiratory Medicine	Medicine	✓			✓																							
Rheumatology	Medicine	✓		✓	✓																							
School Health	Out of Hospital	✓																										
Speech and Language Therapy	Support Services				✓																							
Stoma Care	Surgery				✓																							
Stroke	Medicine	✓			✓																							
Stroke Outreach	Emergency				✓																							
Supply of blood & blood products	Medicine					✓			N/A						N/A													
Trauma and orthopaedics	Surgery	✓		✓	✓																							
Urology	Surgery	✓		✓	✓																							
Wheelchair service	Support Services				✓																							