Royal Brompton & Harefield NHS Foundation Trust
3rd Annual Members’ Meeting

10th October 2012
Concert Hall, Harefield Hospital
13:30-16:00hrs
Chief Executive’s Review 2011-12

An Integrated Approach
Integration through collaboration and co-operation

Collaboration is a fundamental aspect of our care. We work closely with large numbers of organisations, including…

- Referring DGHs
- Other specialist hospitals
- Ambulance services
- Academic institutions
- Community outreach teams
- GPs
- Clinical networks
- Research networks
Imperial College Health Partners

- To improve the health of nearly two million people in North West London.
- A partnership of acute foundation trusts, NHS trusts, a community healthcare trust, a mental health trust and Imperial College.
- Working towards designation as an Academic Health Science Network later this year.
ICMS: Institute of Cardiovascular Medicine and Science

- A collaboration between Royal Brompton & Harefield and Liverpool Heart and Chest NHS Foundation Trust
- To improve outcomes in cardiovascular medicine by pooling the expertise of clinicians from two leading trusts with international leaders in the field
- Crosses geographical boundaries
- Academically led but clinically driven
- Themes: coronary heart disease, heart failure, arrhythmia, congenital and inherited heart disease, and diseases of the aorta and valves
Integration through team work

- Multidisciplinary clinical and research teams established over many years
- Working together to deliver the seamless care for which we are known
- Adversely affecting one team has serious consequences on others
Some of the staff who helped just one family with congenital heart disease

- Reception staff
- Nursing staff
- Cardiologists
- Radiographers
- Echocardiographers
- Cardiac physiologists
- Anaesthetists
- Porters
- Outpatient staff

- Phlebotomists
- Catering staff
- Physiotherapists
- Medical secretaries
- Psychologists
- Schedulers
- Healthcare assistants
- School team
- Registrars
Integration through a lifetime of specialist care

• From babies in the womb to their grandparents and great grandparents

• A seamless transition from child to adult care

• Reassurance, shared knowledge and familiarity with clinical history

• Dedicated transition services for teenagers
Which results in...

• High rates of satisfaction from patients
• Success in achieving all CQUIN measures (Commissioning for Quality and Innovation)
• Success in meeting targets including the 18 week wait
• Excellent ratings for privacy and dignity and food
• A robust financial track record
• The introduction of pioneering new treatments
• A strong and evolving research programme
Children’s Heart Services

• Decision made to end children’s heart surgery at RBH
• Unclear how this could be implemented
• The Board cannot accept the proposal in its current form

• Collaboration with the other two London centres provides a better solution
• Timing is unclear although not before 2014
• Co-operating fully with commissioners at present to encourage support for a network approach
Support has been informed…

- **William G Stevenson MD** – senior physician at Brigham and Women's Hospital and professor of medicine at Harvard Medical School, Boston, USA: "This internationally recognised programme has long been a leader in the field and has made a series of contributions to the dramatic improvement in survival and outcomes of patients with congenital heart disease."

- **Professor Ernst Eber** – head of the Paediatric Assembly of the European Respiratory Society and head of the respiratory and allergic disease division, paediatric department, Medical University of Graz, Austria: "It takes years to build a world class unit, and all this can be thrown away very quickly if careful prospective planning is not done. I do hope that there will be a way found to ensure the desired improvements for paediatric cardiac surgery and at the same time to ensure continued outstanding clinical and academic work performed by the paediatric respiratory services at the Royal Brompton Hospital."

- **Dr Neil Gibson**, consultant in paediatric respiratory medicine at the Royal Hospital for Sick Children, Glasgow, current Secretary of the British Paediatric Respiratory Society: "The paediatric respiratory research unit at Royal Brompton is truly one of the world's leading centres with an already impressive track record and a current set up that is likely to be part of delivering some fundamentally important research findings and treatment innovations. I fear there is a very real threat to that work from the implications of removing cardiac surgical services."
…Passionate

- “This is not just any hospital - this is a massive security blanket for hundreds of families.”
- “I know they are the reason most of my friends with CF are alive today…without them I fear there will be fewer people like me who survive to adulthood and are able to get the treatment they need or transplants in some cases.”
- “I owe my life to Royal Brompton, yet I have never been under their care. My little boy was and life would not be worth living without him. So really, they saved us both.”
- “The care and treatment supplied by the unit is fantastic and the advice supplied by this unit to other hospitals around the country treating children with lung and heart conditions is invaluable.”
...and strong

- **London Borough of Hillingdon**: “We do not support the proposal to move to two centres providing services in London… Continuity of care is vital for children undergoing heart surgery as they grow older. The Royal Brompton & Harefield provides a lifelong service for children with congenital heart disease. Alternative approaches for increased collaboration between London centres have not, in our view, been adequately explored.”

- **Royal Borough of Kensington and Chelsea**: “Matters of capacity at other centres is an important issue. We have serious concerns that too little thought has been given to the wider impact of this proposal on the medical and financial viability of the Royal Brompton & Harefield NHS Foundation Trust. The process seems to represent a classic top-down approach to health service reconfiguration.”

- **Mr Greg Hands, MP for Chelsea and Fulham** (in a speech in the House of Commons) “Royal Brompton is good enough, large enough and loved enough to survive…without the Royal Brompton, it is questionable whether London would cope with the demand for paediatric intensive care.”
Our approach

• We are committed to maintaining and strengthening our position as an integrated health delivery organisation

• We look forward to seeing a collaborative solution emerge from our continuing discussions

• A solution that will protect and benefit vulnerable young patients across the country
A constant cycle of review

• Cardiothoracic organ retrieval and transplantation

• Adult congenital heart services

• Tertiary paediatric review in London

• London Cancer Alliance (West and South)
The next 12 months

• Re-development plans progressed

• Further collaboration with Imperial Partners and Liverpool Heart and Chest

• Closer working with CCGs and other new commissioning bodies

• Increased focus on referral relationships

• Robust response to various service reviews

• Continued focus on innovation and the specialist end of the care spectrum
With one aim

To deliver the best possible specialist treatment for patients with heart and lung disease, in a clean, safe place.