

**The Future of Acute Care
BACCN
A personal view**

Sir Graham Morgan



The Six Challenges

21st Century Corrigan JM 2001

- Re-engineered care processes
- Effective use of information technology
- Knowledge and skills management
- Development of effective teams
- Co-ordination of care across pathways
- Making change possible

The |Future of Acute Care

- Health Services Review
 - Sir Ara Darzi
- What must be the drivers
 - Patient safety and quality of care
 - Access
 - Right care, right place right time – first time
 - Cost Effective
 - Realistic
 - Driven by patient needs not historical practice

Key questions

- **1) Local care organization**

- How can local care services absorb a significantly higher share of urgent and planned care?
- Should GP practices be scaled up and if yes how?
- What should be the role of the local hospital?

- **2) Specialist care organization**

- Should major acute hospital services be concentrated in fewer sites overall or fewer sites per speciality?
- How do major acute hospitals support local care provision? At home, in polyclinics, in local hospitals?

- **3) Use of information**

- How central is the integration of information across care settings?
- What are the key information gaps needed to better integrate and drive up quality of care?
- What are the most important IT implications?

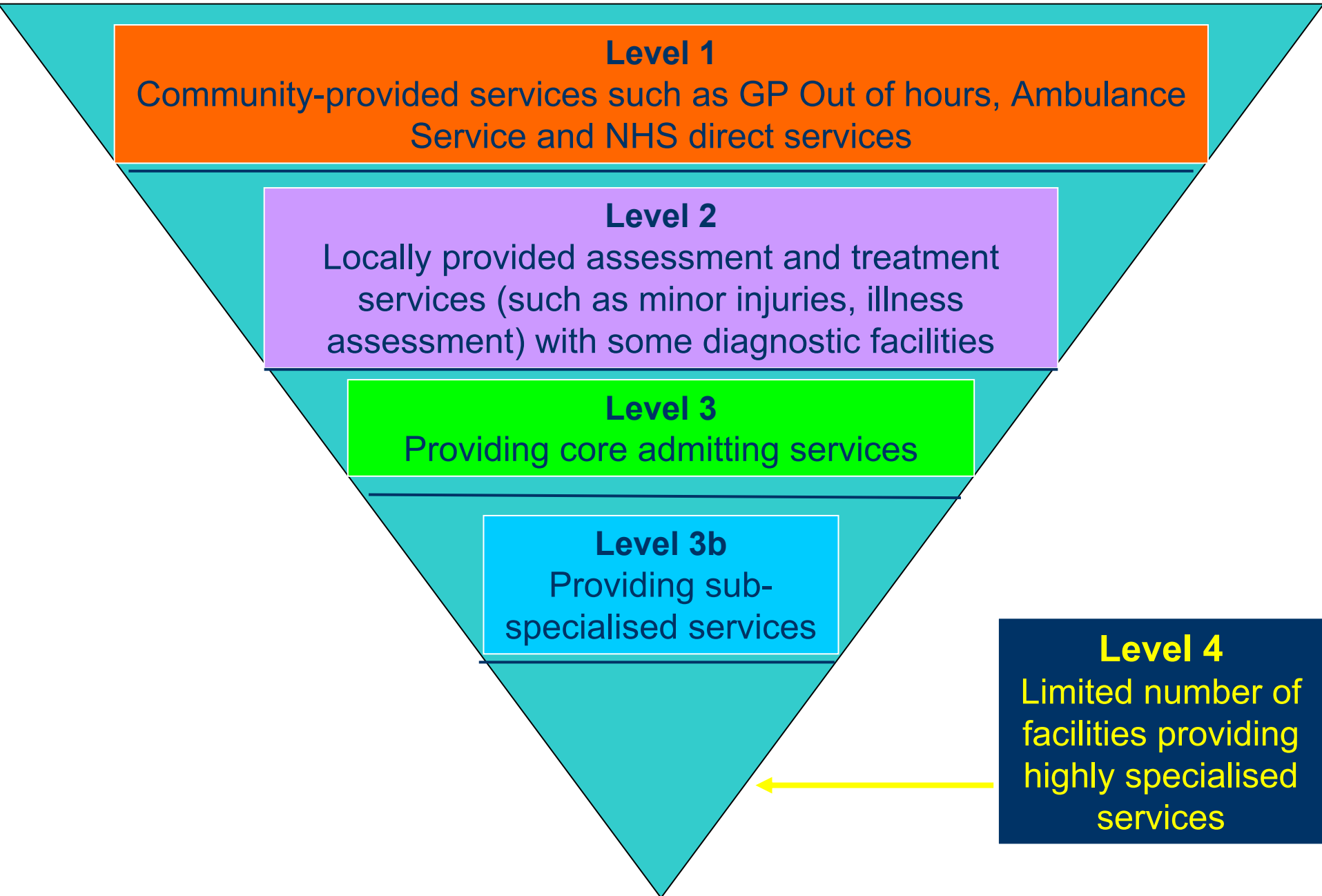
- **4) Workforce, Education, Training**

- What will support the movement of doctors to working in the community?
- How should clinician incentives and contracts change?
- How does education and training need to evolve?

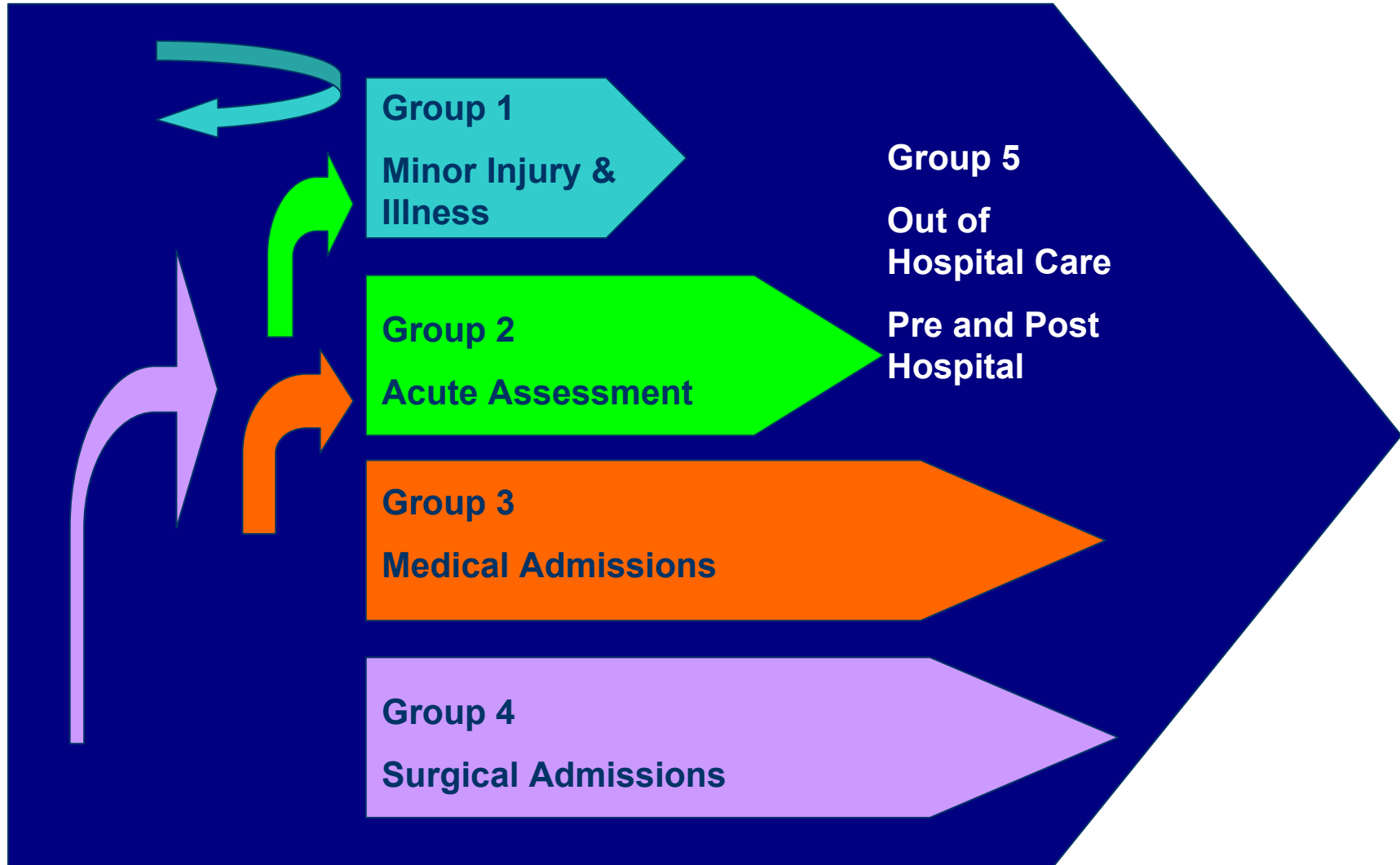
- **5) Commissioning**

- What are the most important 2-3 actions commissioners can contribute to enable the changes necessary to ensure quality services within the available funding envelope?
- Which specific roles / capabilities will be most important to develop and how?

Volume of Activity



5 Emergency Patient Care Flows



Some further questions

- **1) Local care organization**

- Deliver care as locally as possible
- Greater integration of primary care, and acute hospital care
 - Ambulance service, community pharmacy
- What should be the role of the local hospital or its facilities?

- **2) Specialist care organization**

- Should major acute hospital services be concentrated in fewer sites overall or fewer sites per speciality?
- How do major acute hospitals support local care provision? At home, in polyclinics, in local hospitals?

- **3) Use of information**

- Information is essential
 - We use it poorly both for performance and change
 - Understand local system

- **4) Workforce, Education, Training**

- What will support the movement of doctors to working in the community?
 - Is this the correct question
- Education and training needs to be supported

- **5) Commissioning**

- What are the most important 2-3 actions commissioners can contribute to enable the changes necessary to ensure quality services within the available funding envelope?
- Which specific roles / capabilities will be most important to develop and how?

AMBULATORY CARE

A working definition

- Ambulatory care is clinical care which may include diagnosis, observation, treatment, and rehabilitation, not provided within the traditional hospital bed base or within the traditional out-patient services, and that can be provided across the primary/secondary care interface.
- In the context of acute medicine, it is care of a condition that is perceived either by the patient or by the referring practitioner as urgent, and that requires prompt clinical assessment, undertaken by a competent clinical decision-maker. The healthcare setting may vary, but for optimal clinical care will often require prompt access to diagnostic support.
- Ambulatory care must be high quality care, designed to ensure the best outcomes for patients. It is the responsibility of those delivering the care to ensure that resources are deployed in the most cost effective manner.

Acute Medicine Task Force
RCPL 2007

Questions for hospitals

- Do all sites need acute surgical services
- Do all sites need acute medical services
- Do all sites need 24/7 A/E services
- Do all sites need critical care facilities