

CASE STUDY



**InHealth** expands growing presence in hospitals to deliver brand new Cardiac Catheterisation Facility at **Ashford & St Peter's NHS Foundation Trust**

**INHEALTH** | **CARDIAC**

TOGETHER DELIVERING EXCELLENCE IN HEALTHCARE

**Ashford & St Peter's NHS Foundation Trust** was formed following the merger of two separate trusts; Ashford Hospital and St Peter's Hospital NHS Trust. Situated in greenbelt parkland between Woking and Chertsey, St Peter's Hospital provides services to the local communities of Woking, Weybridge, Chertsey, Staines and Walton-on-Thames.

**As part of a 20 year plan to significantly improve the layout of the site and to enable new purpose-built acute and mental healthcare facilities, the hospital has been rebuilt, developed and extended over the years to include maternity services, a departmental/clinical area and a new theatre and A&E complex.**

The InHealth Group is the UK's leading independent diagnostics provider delivering a broad, innovative range of managed services to patients, both for the NHS and for a range of private sector customers. By fostering and developing relationships with the NHS and with an ever-growing presence in hospitals, InHealth offers

state-of-the-art facilities which allow the NHS to provide service access to patients in their own communities therefore eliminating the need for them to find the necessary capital to meet growing diagnostic demand.

# THE FOUR CORE VALUES

Built on the foundation of four core values:



Trust



Passion



Fresh Thinking



Care

**InHealth provides an unparalleled level of care and service to patients, and constantly strives to innovate and improve.**



# THE CHALLENGE

**Existing angiography service provision at St Peter's hospital was predominantly for coronary angiography and pacing procedures, later expanding to offer angioplasty (PCI), electrophysiological studies (EPS) and complex pacing procedures, as well as supporting the provision of an on-call vascular service.**

Although the Angiography Suite was already a centre of cardiac excellence with a team of extremely skilled cardiac interventional and EP specialists, cardiac catheterisation lab trained nurses, radiographers and physiologists, the service was unable to reach its full potential due to the way in which the unit was laid out across the hospital. Both the static catheterisation lab and the mobile/relocatable unit were not in close proximity to the day ward and therefore the patient pathway was not streamlined. Adding to this, the day ward was located in a general medical ward and as such it was not always guaranteed that the beds allocated

to the suite would be available to elective day patients, sometimes resulting in patient cancellations on the day of their appointment.

Expanding the existing facility to enhance the pathway was difficult due to lack of space and funding. The Trust's vision was to replace existing facilities with a purpose built catheterisation suite supported by state-of-the-art equipment that would offer an extensive range of enhanced cardiac diagnostic, interventional and electrophysiological procedures equal to that offered in London Tertiary Centres.

The ideal model of service delivery would be to have an all-inclusive unit, thus centralising all aspects of the patient pathway and in essence providing a local service to the population of North West Surrey. This would include a day ward attached to the cardiac catheter labs and ultimately direct ambulance access for immediate emergency treatment, both in and out of hours, enhancing the patient experience and outcome and improving staff job satisfaction.

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A LONG-STANDING PROVIDER OF EXPERT DIAGNOSTIC SOLUTIONS AND HEALTHCARE SERVICES FOR PATIENTS THROUGHOUT THE UK, INHEALTH:

01

HAS EXTENSIVE EXPERIENCE IN DESIGNING, BUILDING, EQUIPPING, STAFFING AND EFFICIENTLY OPERATING MANAGED SERVICES

02

DELIVERS HIGH QUALITY DIAGNOSTIC AND HEALTHCARE SOLUTIONS AT 350 LOCATIONS INCLUDING OVER 70 MOBILE UNITS

03

PROVIDES COLLABORATIVE SERVICE DEVELOPMENT COMBINING KNOWLEDGE, SKILLS AND FUNDING, RESULTING IN A MORE ACCESSIBLE, CONVENIENT SERVICE FOR PATIENTS

04

OPTIMISES RESOURCES AND REDUCES COSTS ENSURING THAT PATIENTS CAN BE TREATED THROUGHOUT THE PATHWAY BY ONE CONSISTENT CLINICAL TEAM

05

HAS EXPERIENCED AND SKILLED STAFF TO SHARE KNOWLEDGE AND EXPERTISE AND PROVIDE ONGOING TRAINING AND DEVELOPMENT

# THE SOLUTION

## CARDIAC SERVICES DELIVERY



### A COLLABORATIVE APPROACH

**Both InHealth and the Ashford & St Peter's NHS Foundation Trust are committed to improving the quality and level of service to patients by creating an enhanced patient pathway.**

InHealth firmly believes that sharing best practice, knowledge, expertise and values leads to enhanced service and patient outcomes. Our core strength lies in our ability to foster and nurture relationships with the NHS providing effective solutions to overcome daily challenges of meeting waiting times and freeing up bed capacity.

InHealth collaborated with the Trust to provide a partner who could not only deliver financial investment in the provision of cardiac services but who have a national reputation for the delivery of safe, high quality patient care and an outstanding experience for patients.

OUR CORE STRENGTH LIES IN OUR ABILITY TO FOSTER & NURTURE RELATIONSHIPS WITH THE NHS

## A MANAGED APPROACH

### The collaborative partnership between the two organisations extended beyond InHealth simply providing the physical infrastructure for the Trust to provide angiography services.

Shared specialist staffing models were used to enhance job variation and retention with the Trust providing cardiac interventional and EP specialists as well as the cardiac physiologists, and InHealth providing the nurses and radiographers as well as peripheral support in the form of an administration team and a service manager to ensure the seamless provision of patient care. This required a multi-disciplinary model of working founded on continuous open dialogue between InHealth and the Trust.

#### The development of the new purpose built unit would provide additional services to the local catchment population of North West Surrey including:

- **Complex pacing and electrophysiological procedures** such as Pulmonary Vein Isolation (PVI) to treat Atrial Fibrillation
- **Complex cardiac interventional diagnostic procedures** such as Chronic Total Occlusion in Percutaneous Coronary Intervention (CTO PCI) using the technique of Rotablation - specially designed catheters to drill through heavily blocked arteries
- **Non invasive imaging techniques** using Optical Coherence Tomography (OCT), Intravascular Ultrasound (IVUS) and Fractional Flow Reserve (FFR)

- **The planned provision of a 24/7 on-call primary percutaneous coronary intervention (PPCI) service**  
The service is already supported by an out of hours NSTEMI 24/7 PCI service, however the enhanced PCI service would treat more acute patients who have suffered a heart attack and require emergency revascularisation. This aspect of service development is especially significant because it negates the need for local patients to be taken to centres further away from their homes.

## A PATIENT CENTRED APPROACH

#### Following an investment of over £2.6 million, the new InHealth Cardiac Unit was launched on 4th October 2013, incorporating:

- **2 labs installed with state-of-the-art imaging equipment** using Siemens Artis Zee ceiling and floor mounted systems in order to provide the best options for interventional and EP procedures
- **A pre-assessment room**
- **An attached 10 bed day ward**
- **A 2 bed recovery area**

The layout of the building has been purposely designed to streamline the way in which the patient flows through the unit.

The unit receives on average 250 to 300 patients a month, all of which are booked in by an InHealth trained administration team who have an excellent understanding of managing the patients' 18 week pathway. InHealth is required to adhere to a set of key performance indicators (KPIs) as part of their service agreement with the Trust. One of these indicators stipulates that all cardiac diagnostic procedures should be undertaken within six weeks of referral to the unit.



*Monthly reporting shows all patients are being offered an appointment between 4 and 6 weeks from referral and no-one is waiting longer than 12 weeks for any treatment.*



## A FORWARD THINKING APPROACH

Having a self-contained unit offers the opportunity to foster joint working relationships between the various disciplines which not only boosts staff moral but also ensures that consistent care is offered to patients in a safe and secure environment. Training and development is at the foundation of care provision and thus far, through support from industry partners, staff have had extensive training in the use of recently introduced procedures and imaging techniques. Continuous support is offered in the learning and development of staff by highly skilled cardiologists as well as clinical support from the InHealth cardiac clinical lead.

The patient pathway was further improved when in August 2014 the Coronary Care Unit (CCU), originally located on a different floor to the Cardiac Unit, was moved immediately adjacent to it, eliminating the need to wait for a hospital porter to become available to transfer the patient from one unit to the other – a wait of anything between 10 minutes to 1 hour! This has created a more efficient flow of patients from pre

to post procedure. More importantly should any complications develop, operators and consultants are on hand for immediate action.

With the planned introduction of a 24/7 Primary Percutaneous Coronary Intervention (PPCI) service incorporating the use of fully trained staff from both InHealth and the Trust, this move will foster a closer, mutually beneficial relationship between the Cardiac Unit and the Coronary Care Unit, allowing CCU staff to prepare labs for the InHealth on-call team to use in emergency procedures - ultimately providing a better experience for the patient.

PROVIDING A  
**BETTER  
EXPERIENCE**  
FOR THE PATIENT



Dr Michael Mahmoudi viewing OCT state-of-the-art technology in the new cardiac unit

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*Continuous support is offered in the learning and development of staff by highly skilled cardiologists.*  
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## A SUCCESSFUL APPROACH

**As a centre of excellence and emerging cardiac services, InHealth is committed to ensuring that the cardiac unit at St Peter's is constantly improving whilst always keeping the care, safety and enhanced pathway of its patients at its core.**

InHealth's 15 year relationship with the Trust is unique and on-going, and we continually strive to support new diagnostic services within the unit which may not be offered anywhere else. Commitment to state-of-the-art technology and clinical excellence drives the unit to remain an example of best practice for the delivery of unsurpassed diagnostic cardiac services.

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*This amazing development is an excellent example of the private and public service working together. The cardiac unit is absolutely fabulous, bringing all our facilities into one department, providing our patients with an improved service and our cardiac staff an excellent centre to learn and develop.*  
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**Aileen McLeash**, Chairman, Ashford & St Peter's NHS Foundation Trust



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*We have been working in partnership with InHealth for around 15 years since building our first cath lab. This is the next step and is centred around the patient, improving the care we deliver for the local community. The unit has direct access to ambulance services, so patients can get treatment immediately. A huge amount of work has gone into making this build a success and I'd like to thank them all.*  
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**Dr. David Fluck**, Medical Director, Ashford & St Peter's NHS Foundation Trust

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*Since collaborating in partnership with InHealth, St Peter's interventional cardiology service has developed significantly. From the beginnings of the service with InHealth helping us to set it up to developing and expanding the scope and level of service we can provide, to this year's development of the new Cardiac Unit, we have found anything we and the service needs, working with InHealth there is always a solution.*  
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**Dr. Adam Jacques**, Clinical Head, St Peter's Cardiac Unit



*We are delighted to have been involved as partners in the development of the new Cardiac Unit and to continue working with Ashford and St Peter's Hospitals NHS Trust to provide and develop this important service for local patients.*

**Richard Bradford**, CEO InHealth Group Ltd



**INHEALTH**

TOGETHER DELIVERING EXCELLENCE IN HEALTHCARE

For more information on InHealth please contact:

**+44 (0) 1494 560 000** [info@inhealthgroup.com](mailto:info@inhealthgroup.com) [www.inhealthgroup.com](http://www.inhealthgroup.com)