

A VISION FOR THE FUTURE OF SPECIALIST HOSPITALS

The Federation of Specialist Hospitals (FSH) is a coalition of NHS providers which contribute significantly to the delivery of specialised care. 24 specialist hospitals carry out 250,000 procedures and 2.5 million outpatient appointments every year. Specialist hospitals are widely recognised for their clinical excellence within individual specialities, particularly in rare and complex cases. The independent therapeutic focus of specialist hospitals gives them unique cultural and clinical strengths that are difficult to replicate elsewhere.

Vision

Drawing on their unique areas of focus, internationally recognised expertise and advances in technology, specialist hospitals will collaborate in networks with the wider health service to optimise clinical safety, outcomes, and patient experience by:

- **Patient care:** Supporting the best care for patients in the best location – localise where possible, centralise where necessary
- **Education:** Helping to train the next generation and sharing knowledge with clinical colleagues countrywide and at all points along the care pathway
- **Research:** Conducting world-leading research and disseminating innovation rapidly to achieve ever-higher standards of clinical performance, productivity and, crucially, outcomes

Strategic themes

1. Clinical excellence, centred on the patient

Continue to deliver 'best in class' care, and help define and measure what good looks like in different specialties and in different care delivery settings

- Specialist hospitals will work through networks to help spread innovation and best practice throughout the NHS. For the most complex cases, specialist hospitals can provide the exceptional quality of care needed, while working with general hospitals and other local providers to ensure patients' needs are fully met. This will help secure the best care for patients in the best location at all times.
- Specialist hospitals will also continue to be champions for their patients, working with patient advocacy groups and relevant disease specific charities to increase understanding and awareness of the relevant conditions to ensure appropriate commissioning by decision-makers.
- Specialist hospitals will work with the regulators and commissioners to help define what good looks like in their areas of expertise and to support other providers in delivering best practice and optimal outcomes.

2. Value for money

Demonstrate value for money by delivering consistent high quality care backed by data showing a favourable relationship between outcomes and expenditure taking case mix into account

- Specialist hospitals will work with NHS England to develop outcomes and other data best able to capture the cost versus benefit delivered by providers across different specialties, helping to support an improvement in average performance across the wider NHS.
- They will also work to explain the particular purpose of specialist hospitals so that commissioners and the public have a better understanding of their unique value to patient care and the wider NHS.
- It follows that specialist hospitals will look at consolidating back-office functions and any other functions which do not impinge on their clinical specialty and associated training.

3. Sustainability and reputation

Continue to invest in research and education in a tough financial environment in order to sustain reputations as world leading centres of excellence and the UK's place at the forefront of global medicine

- Specialist hospitals will conduct world-leading research and help disseminate innovation rapidly to support higher standards of clinical performance and productivity. This involves working with partner organisations to build on existing successes to maintain and enhance the NHS's reputation as a leader in innovation and to assist commissioners to implement this innovation through their policies.
- Specialist hospitals see it as their duty to help train the next generation of specialists. Specialist hospitals, with their exceptional engagement scores in the NHS Staff Survey, offer first-class training to junior clinical and other staff in areas of distinct specialism, thereby helping to address the workforce challenge.
- Specialist hospitals will work with the government and others to realise their wider economic potential as incubators for evidence-led innovation.

4. Health system leadership

Cascade knowledge outwards to benefit others in the health system, whether this is through education/ training or working with partners to improve care across a wider geography

- Specialist hospitals will expand the scope of their influence, reaching out via networks of care, using digital technology where appropriate, to maximise the benefit of their expertise to patients, right across the NHS, including more

routine services. This will involve alliances with other providers, enabling the focus of care to move from physical infrastructure to patients.

- Specialist hospitals will prioritise the sharing of their expert knowledge with clinical colleagues countrywide and at all points along the care pathway, thus improving quality and reducing variation in care.

5. Making it happen

Work with NHS England and NHS Improvement to improve the quality of specialised commissioning and to realise the potential contribution of specialist hospitals across the NHS

- FSH members will work with NHS England to produce a blueprint to support the systematic establishment and extension of networks capitalising on the skills and expertise of specialist providers. This will include relationships with local STPs and across multiple STPs, recognising the need to localise where possible and centralise where necessary.
- FSH members will take up NHS England's challenge to explore contracting and bespoke payment models capable of delivering a more integrated service for patients which benefits from their expertise at all points along the care pathway.
- FSH members will cooperate in making their leading clinicians available to chair and serve on relevant Clinical Reference Groups and to assist in the further development of service specifications with a clearer focus on high quality outcomes, as well as the speedy uptake of beneficial innovation.