A scenic landscape photograph of the Forest of Dean. The foreground is dominated by a large, dark green pine tree on the left. The middle ground shows a vast expanse of mixed forest with varying shades of green. In the background, rolling hills are visible under a bright blue sky with scattered white clouds. A thin teal horizontal line runs across the middle of the image, separating the top header from the main title.

Forest of Dean Locality Development Plan 2015-17



Foreword



Dr Paul Weiss

Over the last two years the Forest of Dean (FOD) Locality Executive has developed a strong engagement model with its member practices, which has been evidenced by regular attendance at the Full GP cluster meetings. We are one of the few Localities who have representation from a lay member who has regularly contributed at all Locality meetings and led specific work streams. We also have had regular attendance and updates from local provider services and clinicians. We have held a number of Protected Learning Time events for GPs to share learning and best practice.

The Forest of Dean locality is looking at ways to try to decrease the morbidity and mortality from chronic health conditions. The Public Health data for the Forest suggests a high prevalence compared to the county in most of the long term conditions such as Diabetes, Stroke disease and High blood pressure. The obesity rates in children are the highest in the county.

The locality will be working with other organisations including the District Council to try bringing a coordinated approach to this. We want to look both at prevention (weight loss and lifestyle change) and treatment (better education for those with the conditions).

The Forest locality has been working over the last few years on improving the care for patients with Chronic Obstructive Pulmonary Disease. A new service will be starting in August to improve the knowledge of patients with this condition. This need arose after a survey completed in all the FOD surgeries.

We have worked jointly with Public Health, Forest of Dean District Council (FODDC) along with voluntary and community sector organisations to look at setting priorities over the coming two years to deliver positive health outcomes for the FOD population. We are excited going forward that our new Locality Development plan can be delivered under the umbrella of 'Healthy Lifestyles' where we hope to make positive outcomes to peoples' ongoing health .

Dr Martin Gibbs

Over the last 2 years primary care teams in the Forest of Dean have continued to review information with public health colleagues at Gloucestershire County Council to better understand the illness profile of the population in the Forest, particularly focussing on areas where the prevalence of a disease is higher than average. Practices have undertaken audit and shared best practice and bright ideas.

This has led to the development of a co-ordinated work programme with Forest of Dean District Council and the commissioning of a new COPD education service from Gloucestershire Care Services. A change in primary care management of those with COPD has already resulted in a reduction in those being admitted with this condition, a situation we hope will improve further with the establishment of the new remote monitoring service with which some practices will engage.

Work streams led by the lay member of the executive committee, with support from the Locality CCG team and the Community Engagement team at the Forest of Dean District Council has led to the establishment of a Healthy Lifestyles facilitator to work in each member practice to ensure local patient information is up to date and will also support the social prescribing programme already underway.



Mental Health Intermediate Care Teams have been highly successful. Direct booking of clinics has been replaced by a central booking point to manage waiting lists that were building up in most practices. A mental Health Protected Learning Time event informed GPs of the resources available to them in the locality.

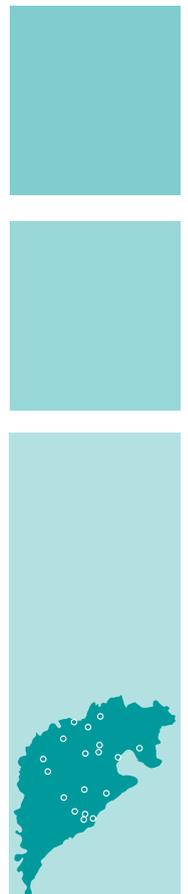
I have stepped down as GP Liaison board member to be replaced by Dr Tristan Lench. The vacancy on the executive committee was so popular that an election was held.

Dr Tristan Lench

In my new role as FOD liaison GP on the CCG I am privileged to be taking over from Martin Gibbs, who has done so much for both the Forest and the county. I have been given similar areas of responsibility to him, for the areas of Learning Difficulty and Mental Health and I hope to be able to continue to build upon Martin's work.

There has been a lot of work done to improve the access to services for both clients and professionals, many of which are just rolling out, so I hope to ensure these improvements have the expected benefits for the whole county.

I also sit on the FOD executive in what is an exciting time, with various partners from health, social care, the council and the voluntary sector increasingly working together for the benefit of all. In particular we are aiming to help reduce the levels of obesity in the FOD in order to reap the health and wellbeing dividend that this would provide.



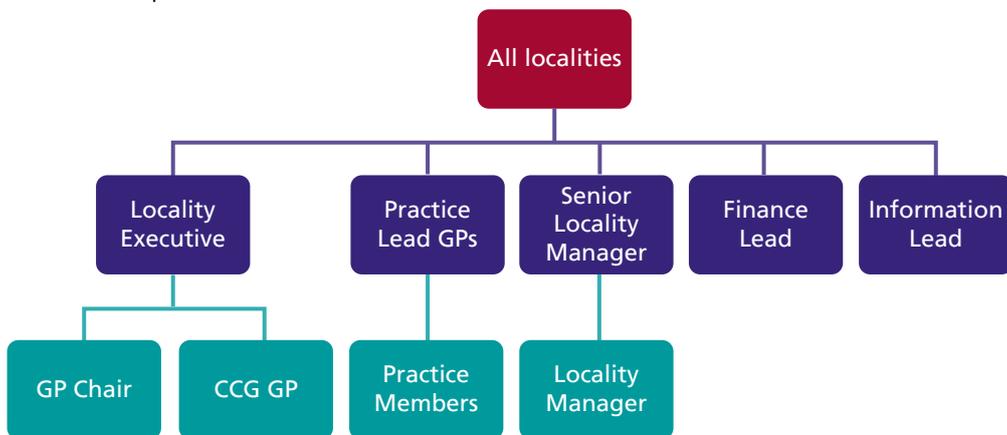
1 Purpose

1.1

This Locality Development Plan has been produced to describe the specific health needs for the population of Forest of Dean and sets out how the Locality Executive Group will lead work to address these needs over the next two years, subject to an annual review.

2 Background

2.1 The county of Gloucestershire covers a diverse range of populations, from the very deprived to the very affluent, from people living in very rural areas to people living in one of two large urban areas where there are a significant number of immigrant populations. This leads to a countywide population with very different health and social care needs, spread over a large geographic area. In recognition of the need to understand and represent these differences, the CCG has formed seven Localities; one of these is for the Forest of Dean area. In each Locality lead GPs work alongside key partners to help determine how best to meet the needs of its population, informing the wider work of the CCG; this is known as the Locality Executive Group. The structure of localities is shown below:

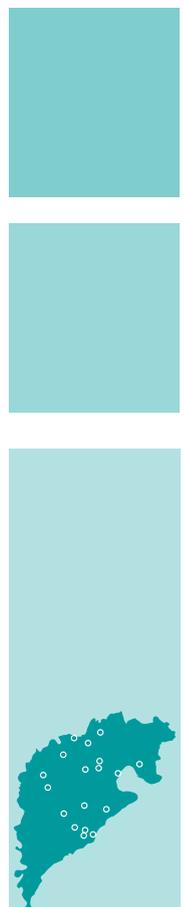
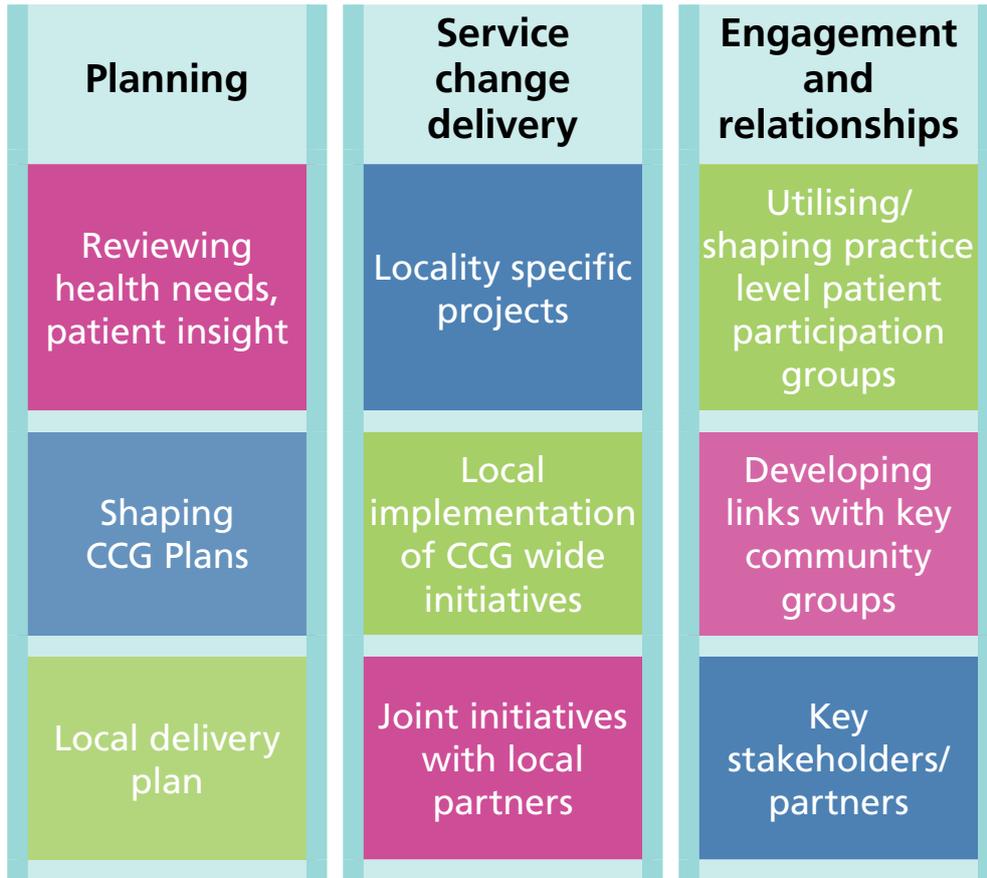


For our locality, these roles are:

- Locality GP Chair: Dr Paul Weiss
- Locality CCG GP: Dr Tristan Lench
- Locality Executive Group Members: Dr Tim Alder, Dr Magdalene Davis, Dr Andrew Edwards, Carolyn Thomas – Practice Manager, Kim Spencer – Lay Member.
- Practice Leads:
 - Blakeney: Dr Anna Raymond
 - Brunston: Dr Sophia Sandford
 - Dockham Road: Dr Ingalill Sandys
 - Drybrook: Dr Angela Townsend
 - Forest Health Care: Dr Andrew Coombes
 - Lydney: Dr Roy Sharma
 - Mitcheldean: Dr Paul Weiss
 - Newnham/Westbury: Dr Tim Alder
 - Severnbank: Dr Tristan Lench
 - Coleford Health Centre: Dr Caroline Kay
 - Yorkley: Dr Andrew Edwards
- Senior Locality Manager: Jenny Bowker
- Locality Manager: Penny Waters
- Finance Lead: Chris Trout
- Information Lead: Chris Roche/Simon Curtis



The key functions of a locality are:



- 2.2 This document will seek to describe the local health needs for the Forest of Dean Locality as it is clear that our population has specific health needs to be addressed. The Public Health team within our Local Authority has supported us to identify and understand these needs. The locality is now working to provide positive solutions to meet these needs.
- 2.3 In accordance with national requirements and working with partners and stakeholders (including patients, carers and the public), the CCG has formulated a five year strategic plan for Gloucestershire – ‘Joining Up Your Care’. This is supported by a more detailed two-year operational plan that identifies our more immediate priorities from April 2014. They remain within the overall umbrella of the Health and Wellbeing Strategy (‘Fit for the Future’) that sets out the priorities for improving health and outcomes for the people of Gloucestershire from 2012 - 2032.

The Locality development planning process will also take account of the commissioning intentions produced annually by the CCG (focused around acute, community and mental health services), local District Council priorities and the Better Care Fund.

Joining Up Your Care – Our Shared Vision for the next 5 years:

To improve health and wellbeing, we believe that by all working better together - in a more joined up way – and using the strengths of individuals, carers and local communities, we will transform the quality of care and support we provide to all local people.

Our Ambitions:

- People are provided with support to enable them to take more control of their own health and wellbeing. Those that are particularly vulnerable will benefit from additional support;
- People are provided with more support in their homes and local communities where safe and appropriate to do so, thus moving away from the traditional focus on hospital-based care;
- When people need care that can only be provided in a hospital setting, it is delivered in a timely and effective way.



2.4 This Locality Development Plan must be seen in the context of these important strategic documents; projects and initiatives in the Plan will be complementary to this strategic context and the CCG's operating plan.

This Locality Development Plan therefore fits within this wider context as follows:

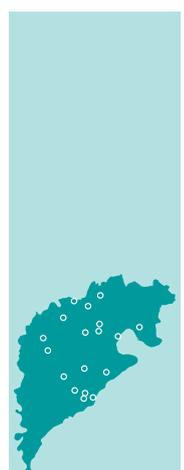
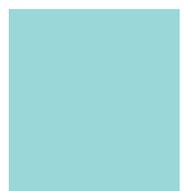
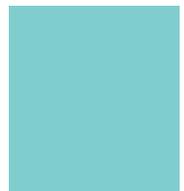


2.5 To identify the health needs of the population of the Forest of Dean Locality, three main sources of information have been identified:

- Public Health Intelligence
- Activity, performance and financial data on the use of services, highlighting those areas where the Locality is significantly at variance. This analysis has included consideration of benchmarking data and information data on variation between usage of health care at a GP Practice population level;
- 'On the ground' intelligence – i.e. conversations with local colleagues who are working directly with patients to understand their views about need.

2.6 The Locality Executive Group will work closely with key stakeholders to identify the health and social care needs of the local population, prioritise actions, and provide ideas for how these needs could be addressed. These stakeholders include:

- Local GP Practices and their staff;
- Gloucestershire Care Services;
- Gloucestershire Hospitals NHS Foundation Trust;
- Gloucestershire County Council;
- Local voluntary organisations;
- Local MP and councillors
- Forest of Dean District Council;
- Lay Members
- Patients and their representatives;
- 2gether NHS Foundation Trust
- CCG Colleagues



2.7 Whilst assessing the evidence gathered around local health needs, the Locality Executive Group has also taken into consideration the variety of existing work streams within the CCG's countywide Clinical Programme Groups (CPGs) and the range of projects which encourage improvements in 'Quality, Innovation, Productivity and Prevention' (QIPP) - to ensure locality initiatives are complementary or supporting and influencing countywide schemes. This will allow for a continuous feedback loop where successful learning from the Locality projects can be embedded into the CPGs, and also from the CPGs into the Locality.



3 Key Achievements to date

3.1 The CCG has been in operation since 2013 (although in shadow form since 2012). During 2013, seven Locality Development Plans were produced covering 2013-15. Key achievements of the Forest of Dean Locality since 2013 are as follows:

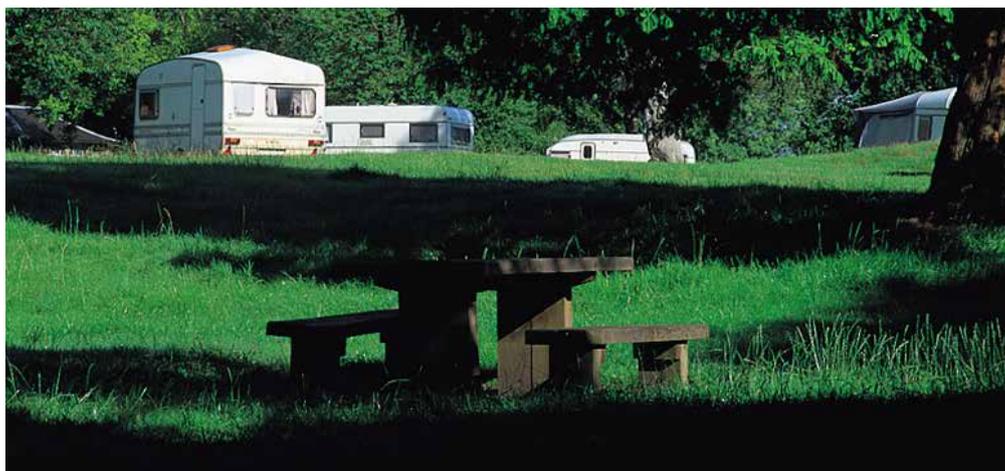
- **Locality Executive engagement** – The locality executive have regularly met to support two-way engagement between GCCG and membership practices, ensuring the voice of local GPs is heard and reflected within the work programme and priorities. Locality practice finance and information variation reporting has been used to inform the Locality Executive's decision making. Member practices have contributed to the countywide clinical programme of work, which through the planning process for 2015/2017 shows where the locality's focus will be.
- **Social Prescribing Pilot completed and model now being adopted countywide** – A 'Social Referral Hub', was funded located within the District Council Offices, to support people who go to their GP surgery, but do not necessarily have a clear medical need. Half of the GP surgeries in the Forest of Dean started the 6 month pilot on 31 March 2014 and the other half started in May. People are referred to the Hub by the surgery and are signposted to an appropriate service within the local area. The project team involves GPs, Forest of Dean District Council, Gloucestershire County Council, Age UK Gloucestershire, Independence Trust, Carers Gloucestershire, and Gloucestershire Rural Community Council. The pilot was based on evidence from similar projects across the country and from existing schemes run by the District Council and other organizations. The main service supporting the person (the hub) ensures that other organisations are involved, as required, and take responsibility for following this through, including providing the report back to the GP. This pilot is now being scaled up and following evaluation is being further developed to support stronger links with practices. The model will now include sessional time in practices so that the coordinators can provide 1 to 1 support to people referred as close to home as possible. The FODDC continue to run GP Referral pathways for schemes which include:
 - Falls Prevention
 - Cardiac Rehabilitation
 - Respiratory Rehabilitation
 - Weight Management
 - Buddy Scheme
 - Social Referral
- **Completed review of participation in the care home enhanced service** – A review of participation of practices took place to identify how many beds there were in each care home covered by practices within the Forest of Dean.
- **COPD review** – following the review a Prepare Programme pilot is now commencing in FOD for newly diagnosed patients to offer them support with managing their condition as it is recognized that patients will benefit from education and support much earlier on in their pathway. Two hour sessions will run during days, evenings and weekends.



- **Mental Health** – the locality have focused on increasing support for patients with long term mental health conditions and those with medically unexplained symptoms. This has included developing closer links with Intermediate Care teams and dedicated GP educational sessions to enhance primary care knowledge for the benefit of better patient care.
- **Healthy Lifestyles** – GP practices welcomed local providers into practices whilst running flu clinics so patients could find out more information about services and be sign posted. A proposal was then submitted to employ a Healthy Lifestyles coordinator to rotate around practices to ensure this information is kept up to date for patients and providers invited in practices when appropriate clinics are being held. This role is now being added to our social prescribing scheme.
- **Child/Adult Obesity** – Group parenting courses have been run in a few of the Children Centres by HENRY (Healthy Exercise and Nutrition for the really Young) to give families support and advice. GPs have increased the number of referrals to slimming world and encouraged patients to attend. Artspace have run a Fun and Fitness Weight Management programme aimed at 11- 16 year olds. Both these providers also attended the Locality Executive group to present. Forest of Dean District Council continue to deliver a wide range of services including Kickstart – a 10 week healthy living and weight management course and Kickstart Plus (weight4life) – self referral/drop in sessions both in Cinderford and Lydney.

3.2 Prime Minister's Challenge Fund

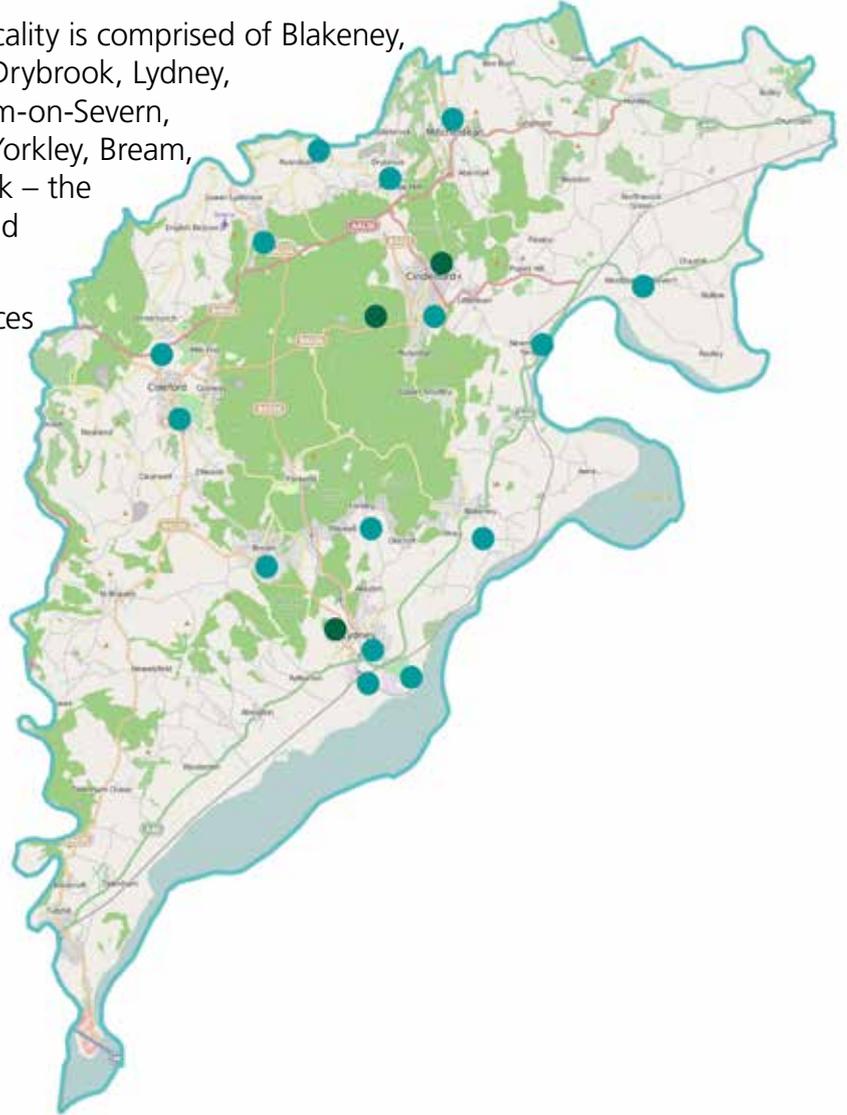
- 3.2.1 GPs from all localities have been key contributors to a successful application for the Prime Ministers Challenge Fund (PMCF) relating to improving access to general practice, thanks to joint working between the GP provider organisation, Gloucestershire Doctors (G-DOC) and the CCG.
- 3.2.2 In securing this £4m of additional national funding, localities will be supporting the delivery of providing local people with improved access to GP services in Gloucestershire, This includes the creation of 100,000 appointments a year across all localities to free up time in surgeries to be used on more planned and complex work with patients who have a long term condition. The bid also included greater use of technology, additional specialist nursing, case management and social prescribing.
- 3.2.3 A Delivery Board has been established to make key decisions and will include representation from each of the seven Gloucestershire localities.



4 Local Service Provision

- 4.1 The Forest of Dean Locality is comprised of Blakeney, Coleford, Cinderford, Drybrook, Lydney, Mitcheldean, Newnham-on-Severn, Westbury-on-Severn, Yorkley, Bream, Ruardean and Lydbrook – the total area covers around 63,000 people.

There are 11 GP Practices in the Locality.



● Blakeney Surgery	Mill End, Blakeney GL15 4ED
● Brunston Practice,	Cinderhill, Coleford GL16 8HJ
● Lydbrook Practice	Lydbrook Health Centre, Lydbrook GL17 9LG
● Coleford Health Centre	Railway Drive, Coleford GL16 8RH
● The Health Centre	Dockham Road Surgery, Cinderford GL14 2AN
● The Surgery	Drybrook GL17 9JE
● Forest Health Care	The Health Centre, Dockham Road, Cinderford GL14 2AN
● Ruardean Surgery	High Street, Ruardean GL17 9US
● Lydney Practice	The Health Centre, Albert Street, Lydney GL15 5NQ
● Mitcheldean Surgery,	Brook Street, Mitcheldean GL17 0AU
● The Surgery,	High Street, Newnham on Severn, Gloucester GL14 1BE and Westbury Surgery, Rodley Road, Westbury-on-Severn, GL14 1PF
● Severnbank Surgery	Tutnalls Street, Lydney GL15 5PQ
● Yorkley Health Centre	Bailey Hill, Yorkley, Lydney GL15 4RS
● Bream Surgery	Beech Way, Bream, Lydney GL15 6LE
● The Dilke Memorial Hospital	Cinderford GL14 3HX
● Lydney District Hospital	Lydney GL15 5JE
● FoD Mental Health Team – 2GNHSFT	Colliers Court, Latimer Road, Cinderford GL14 2QA

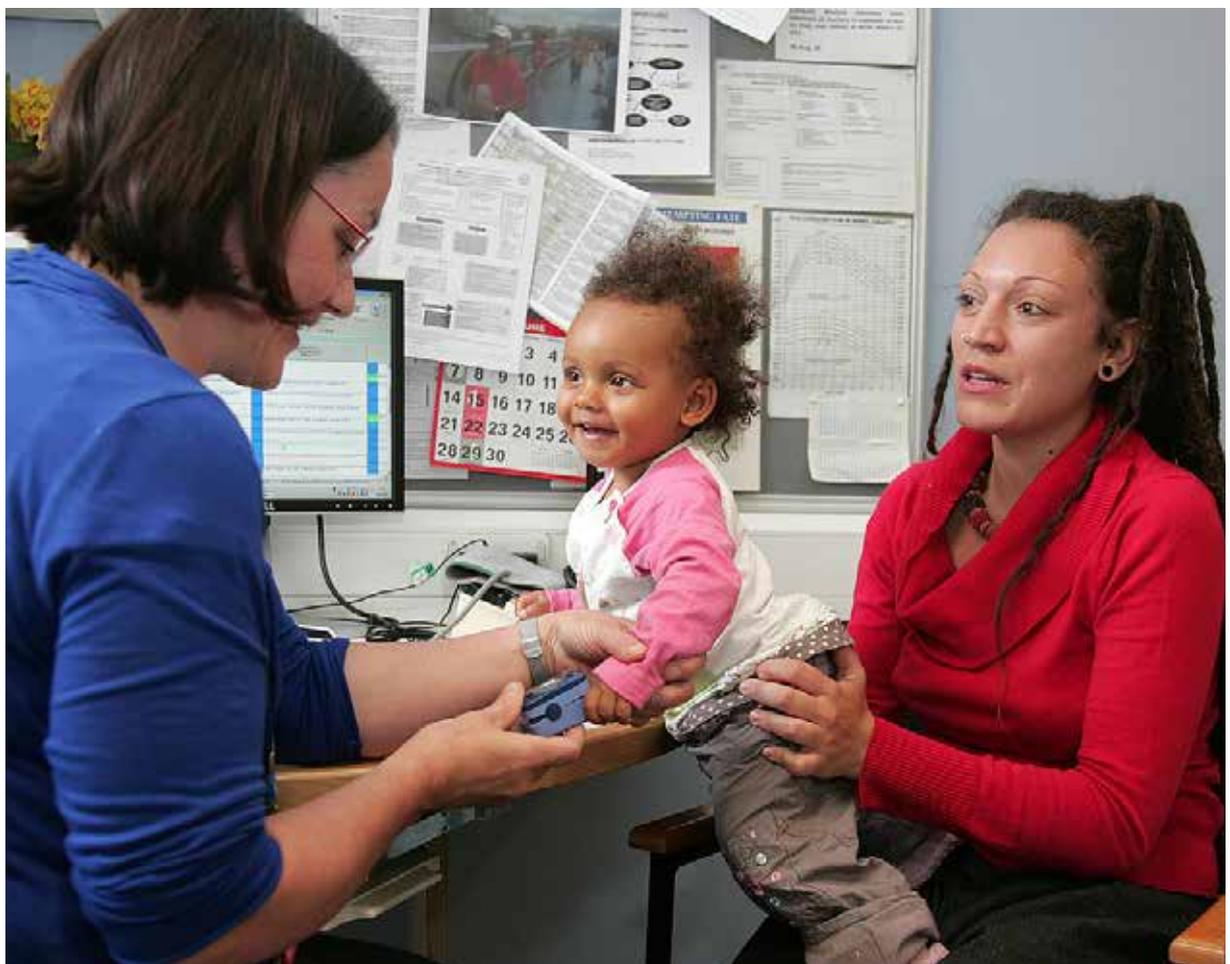
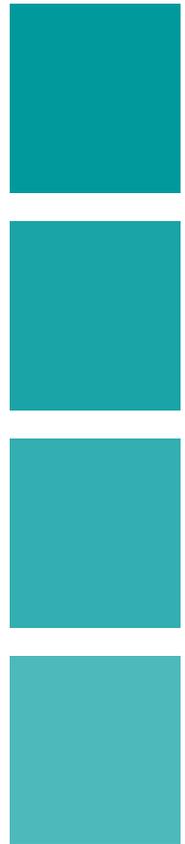
4.2 The approximate Practice list sizes are as follows:

Lydney	7,041
Yorkley & Bream Practice	7,661
Drybrook Surgery	4,407
Forest Health Care	7,800
Blakeney Surgery	3,317
Mitcheldean Surgery	6,117
Dockham Road Surgery	6,176
Coleford Health Centre	7,141
Brunston & Lydbrook Practice	5,714
Severnbank Surgery	4,242
Newnham Surgery	3,243

Correct as at 1st April 2015

Total 62,859

- 4.3 In addition to the main acute hospitals in Gloucester and Cheltenham and the GP Practice sites, local NHS health services are also delivered from: The Dilke and Lydney community hospitals, Colliers Court 2gether trust, Mental Health Team.
- 4.4 For patients living in any part of Gloucestershire their health issues are often closely linked to other 'social' factors, such as employment, education, and housing. We are committed to working in partnership with the Local Authority and third sector partners to both find and implement solutions. Therefore, the CCG also commissions a range of services from the local Voluntary and Community Sector.



5 What are the Issues we face?

Overview

Over the last few months colleagues from across Public Health, Local Councils and the CCG’s Finance and Information team have held planning meetings to work together to identify which potential priorities the locality might want to consider based on relevant data.

5.1 Public Health Information

The Local Authority in Gloucestershire produce a Joint Strategic Needs Assessment (JSNA) – this highlights the medical conditions that particularly affect the population of the county and its Localities. It also highlights population changes over the coming 20 years.

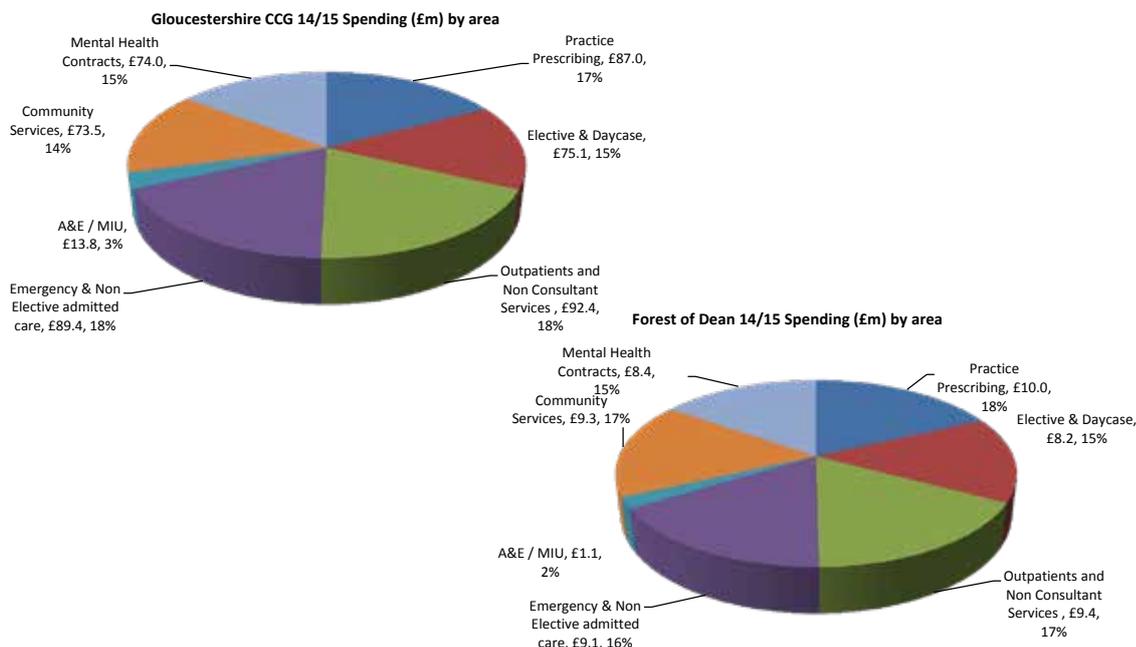
Demographics

- The locality has an older age profile than the CCG average; and a relatively high proportion of patients aged 65 plus (21.9%) and 85 plus (21.9%); with implications for age related long term conditions.
- The district is projected to see above average levels of growth in the population aged 65 plus and 85 plus through to 2021; and negative growth in its working age population.
- With the exception of one practice, all practices are above the average deprivation score for the county.
- A significant challenge for analysing the health needs is the separation in population between Tewkesbury, Newent and Staunton Boroughs with the practice based locality commissioning catchment as the 4 practices sit across Tewkesbury Borough and FOD District.

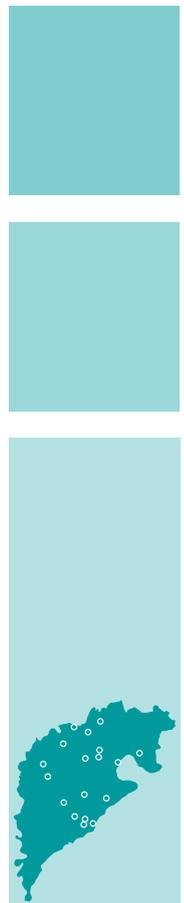
5.2 CCG Finance and Information Data

Analysis of NHS resource utilisation demonstrates variation exists not just at a CCG level, but also between and within localities. In addition, GCCG have specific performance issues along with finite financial resources, which, as a membership organisation, the locality can help to address.

The below charts show the value and proportional split of the key spending themes for both Gloucestershire CCG and the locality:



NOTE: These charts exclude other areas of commissioning spend, such as maternity services, ambulance services, continuing health care, CCG running costs and reserves.

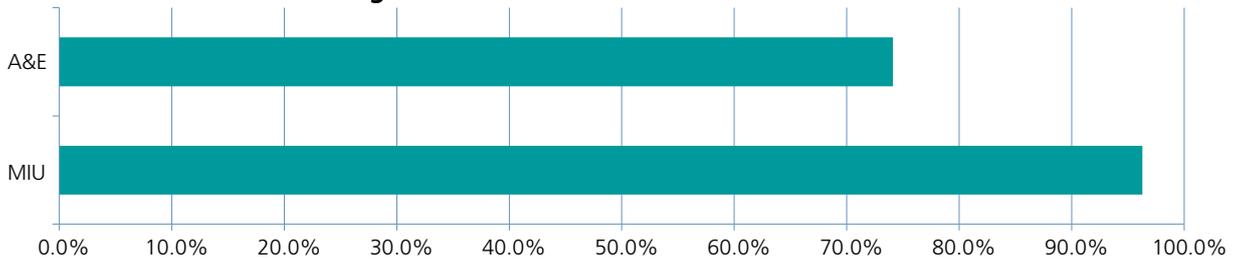


Critically, we face an unprecedented financial challenge over the coming years, at the same time as increased demand for our services, within the context of a fast-ageing population. At present around 17 % of Gloucestershire’s population is aged 65 and over; this is expected to grow to 30% over the next 20 years. We will therefore need to provide services that are simple to access, integrated and cost-effective.

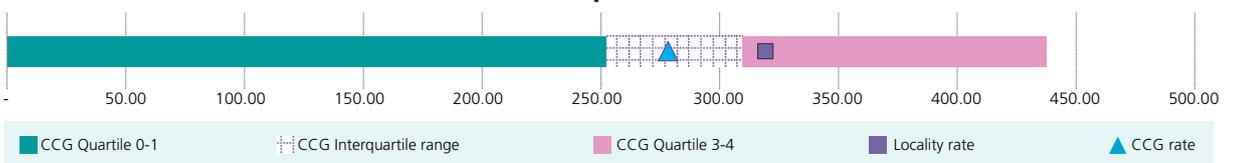
In the context of this wider financial picture the business intelligence team has reviewed activity, performance and finance data from commissioned services to assess where there are significant variances from the levels expected for the locality; this has highlighted the below key areas for further consideration.

5.2.1 A&E / MIU attendance

Forest: Percentage of A&E and MIU Attendances that only required 'Guidance/Advice' during 2014/15



Forest of Dean A&E / MIU Attendances – rate per 1,000: All Providers

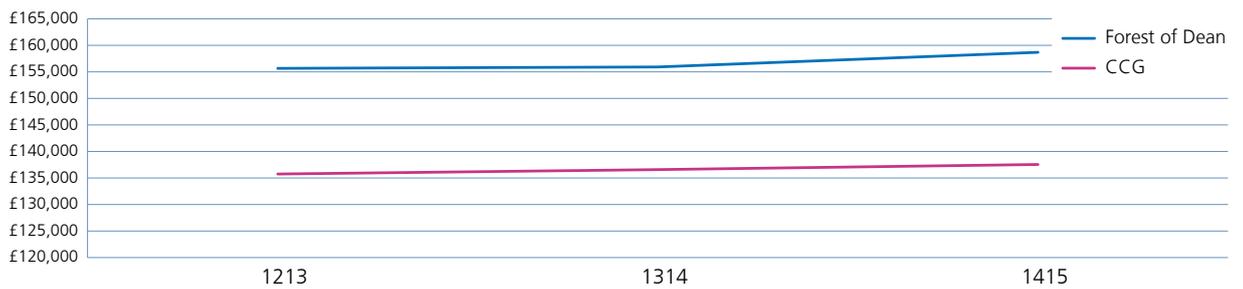


The above graphs demonstrate the utilisation of A&E and MIU by patients within the Forest of Dean locality. The first chart suggests a majority of patients attend these services and receive advice and guidance only, while the second chart shows that the Forest of Dean locality has a higher than CCG rate for utilisation of these services per thousand patients. Given the significant pressures on these services, and considering best services and outcomes for patients, the locality will work alongside countywide CCG programmes of work over the coming two years. The locality will seek to better understand the variation, provide education and communication to all practices on alternative services and determine what other local actions can be taken to support patient urgent care needs.

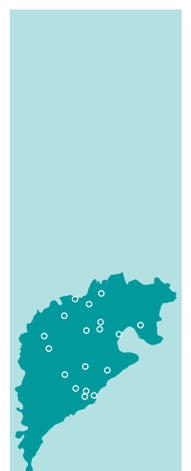
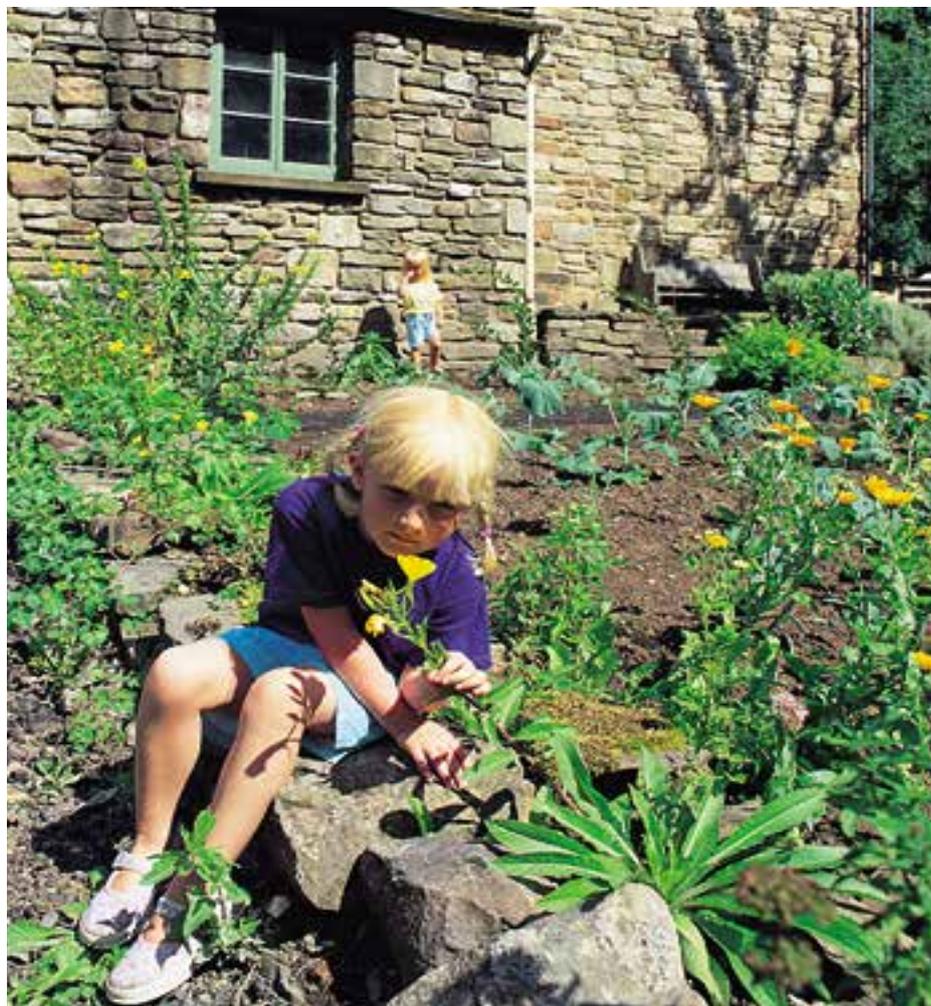


5.2.2 Prescribing

Spend per 1000 patients on Prescribing over past 3 years: Forest of Dean vs CCG



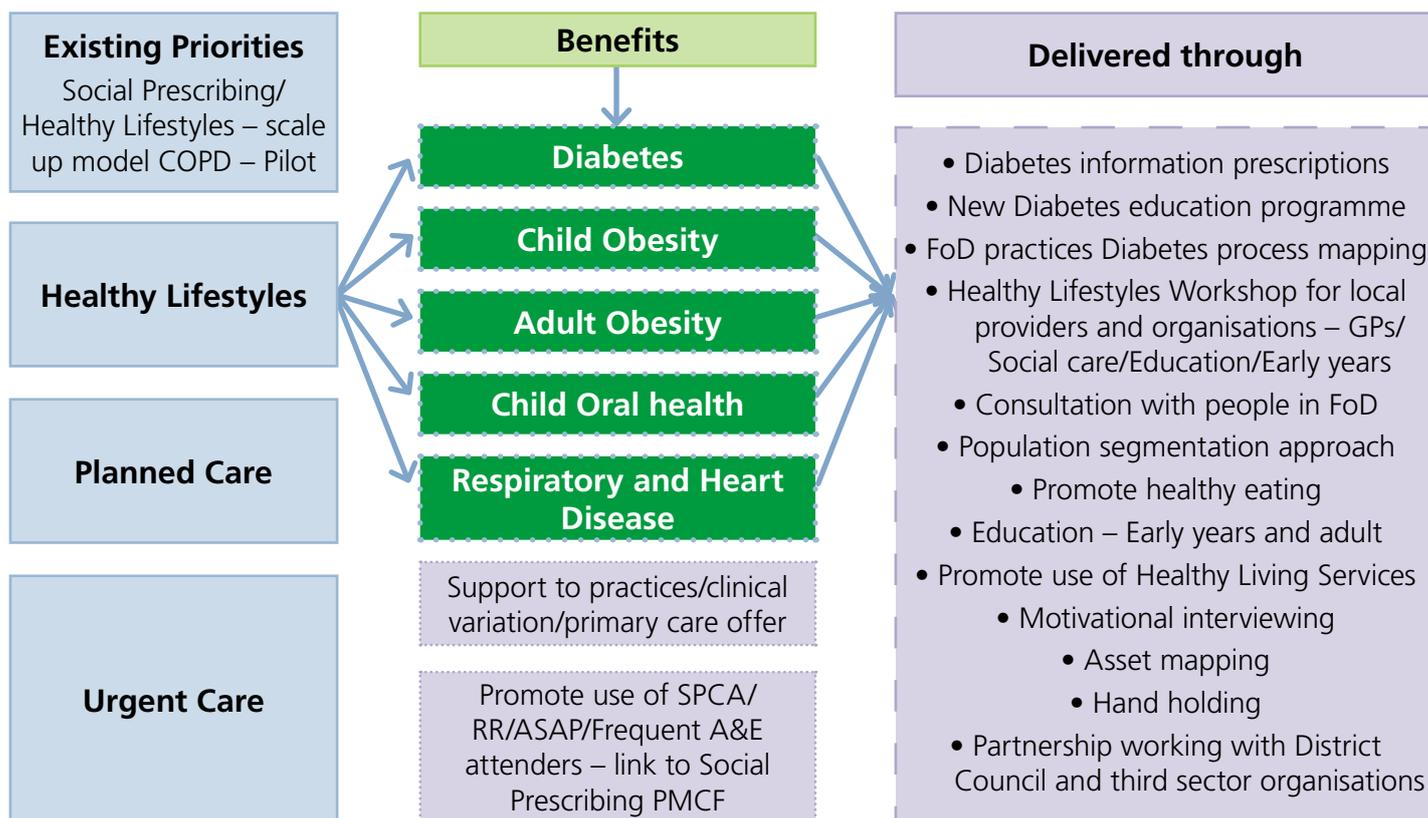
The chart shows a circa £20k additional spend per thousand patients for prescribing costs within the Forest of Dean locality compared to the CCG average. In 2014/15, the locality overspent against its Prescribing budget by 2.3% (£225k), with ten of the locality’s eleven practices spending more than their peer group (“taxonomy group”) average. The locality will seek to further understand this variation and determine the support practices require.



6. Locality Work Programme for 2015/16

6.1 The Locality has prioritised working with partners to promote 'Healthy Lifestyles'. Healthy Living is key to preventing obesity and the long term conditions which are apparent in the Forest of Dean. Some existing priorities will continue and the locality will support the work of the CCG in the planned and urgent care agendas. The locality will now develop milestones to phase this work over the next two years. Below is the plan on a page that reflects this approach:

FoD Locality Executive Priority Setting 2015 - 2017



6.2 The finer detail of our 2015 – 2017 work programme follows in the table below:

Priority Action Area Proposed Scheme	Lead Locality GP	Lead Manager (From CCG or other partners)	Expected Outcomes/ Impact	Key Contributors	Expected Initiation Date	Expected Completion Date
Existing schemes continuing:						
Social Prescribing/ Healthy Lifestyles	Dr Tristan Lench/ Carolyn Thomas Practice Manager	Helen Edwards/ Penny Waters - CCG	<ul style="list-style-type: none"> Improved patient reported health and wellbeing Reduction in use of health services Increased awareness within primary care of services in the community 	FODDC GP Practices VCS	Scaled up model from September 2015	Ongoing
COPD Pilot – Prepare Programme	Dr Paul Weiss	Duncan Thomas – CCG and Sally King – GCS	<ul style="list-style-type: none"> Increased ability of newly diagnosed patients to self manage Educate patients and make aware of condition Reduction in exacerbations and anxiety 	COPD team/ GCS FODDC	August 2015	August 2016

<p>Healthy Lifestyles to have a phased approach to delivery over the next two years. The work programme will include:</p> <ul style="list-style-type: none"> ● Diabetes information prescriptions ● New Diabetes Education programme ● FOD practices Diabetes process mapping ● Healthy Lifestyles Workshop for Local providers and organisations – GP's /Social care/ Education/Early years planned for September 2015 ● Consultation with people in FOD ● Population segmentation approach ● Promote healthy eating ● Education – Early years and adult ● Promote use of Healthy Living Services ● Motivational interviewing ● Asset mapping ● Hand holding ● Partnership working with District and third sector organisations 	<p>Dr Magda Davis/ Dr Andy Edwards</p>	<p>Jenny Bowker/ Penny Waters – CCG</p>	<ul style="list-style-type: none"> ● Improve patients ability to self-care with support for education ● Increased awareness within primary care of services in the community ● Increase opportunities for partnership working and joining up efforts to promote healthy living in the Forest ● Identification of key gaps in services to meet needs of different population groups in the Forest and develop plans to address these ● Strengthen social prescribing pilot in the FOD <p>Longer term benefits:</p> <ul style="list-style-type: none"> ● Halt the rise of obesity in the FOD ● Understand patients motivation ● Support to overcome barriers with activities ● Reduce oral decay in children ● Halt rise in Long Term Conditions associated with increased weight and lack of exercise (e.g. Diabetes, Respiratory and Heart Disease) 	<p>CPGs – Healthy Individuals, Diabetes and Children FODDC Public health VCS GP Practices PCAG</p>	<p>September 2015</p>	<p>Ongoing</p>
<p>Planned Care</p> <p>Support to practices in reviewing clinical variation as part of the primary care offer – full locality meeting discussion and feed into PLT programme</p>	<p>Dr Paul Weiss</p>	<p>Annamarie Vicary – CCG</p>	<ul style="list-style-type: none"> ● Shared learning across practices – spreading opportunities for good practice ● Increased knowledge to support primary care management where appropriate ● Reduction in unwarranted variation 	<p>GP Practices LEG CCG – finance and information, CPG</p>	<p>September 2015</p>	<p>March 2016</p>
<p>Urgent Care</p> <p>Promote use of Single Point of Clinical Access/ Rapid Response/ASAP app/frequent A&E attenders to be linked to social prescribing where appropriate. PLT in support of admissions avoidance arranged</p>	<p>Dr Tim Alder</p>	<p>Maria Metherall – CCG</p>	<ul style="list-style-type: none"> ● Increased awareness within primary care of community alternatives to admission ● Increased knowledge of patients about how and where to access urgent care ● Pro-active review of frequent A&E attenders to support alternative care and reduce reliance on A&E 	<p>LEG GP Practices FODDC CCG communications and urgent care teams</p>	<p>June 2015</p>	<p>March 2016</p>

<p>CCG countywide projects</p> <p>Supporting practices to implement CCG projects and work programmes into the locality and influencing those programmes with feedback from the locality.</p>	Dr Tristan Lench	Jenny Bowker/ Penny Waters	Locality GP awareness and implementation of CCG projects including:	Various CCG Lead GPs/ Managers Gloucestershire GP provider company (GDoc) Central Southern Commissioning Support Unit Gloucestershire Care Services	Ongoing	Ongoing
		Maria Metherall	<ul style="list-style-type: none"> Urgent care usage reduction – including use of ASAP app, Rapid Response, ICT's, OPAL and SPCA 			
		Julia Tambini	<ul style="list-style-type: none"> Prime Ministers Challenge Fund: Choice+, Skype, e-Consult 			
		Helen Edwards	<ul style="list-style-type: none"> Integrated Community Teams Rapid Response 			
		Andrew Hughes	<ul style="list-style-type: none"> Primary Care Infrastructure/ Premises Development 			
		Bronwyn Barnes	<ul style="list-style-type: none"> Variation Programme 			
		Gina Mann	<ul style="list-style-type: none"> Care Pathways Website (G-Care) 			
		Dominic Fox	<ul style="list-style-type: none"> Joining up Your Information (care record) 			
		Helen Goodey	<ul style="list-style-type: none"> Primary Care Offer 			



Dr Paul Weiss
 Forest of Dean Locality Executive Chair
 On behalf of Forest of Dean Locality
 16 July 2015