

Developing Gloucestershire's Sustainability and Transformation Plan (STP)

Short Guide



One
Gloucestershire

Transforming Care, Transforming Communities

Developing our Sustainability and Transformation Plan

Introduction

This guide provides a summary of our local 5 year Sustainability and Transformation Plan (STP).

It sets out the very significant challenges that we face and the opportunities we must take to ensure local people can access high quality, sustainable and safe, physical and mental health care into the future.

Our approach builds on the foundations of our 'Joining up your Care' programme in 2014, which was subject to significant patient and public engagement.

Moving forward, we believe we need to place greater emphasis on prevention of illness, support more self-care, provide more joined up care and support in the community and look at how some of our hospital services are organised to ensure safety and quality.

We cannot make future changes alone and we would really like to hear your views on our approach. We will now begin a period of staff and public engagement over our STP priorities (see page 10). Following this, we will develop detailed proposals for consultation, as appropriate, in 2017/18.

We would also encourage you to read our full STP which can be found at:

www.gloucestershireSTP.net

NHS Gloucestershire Clinical Commissioning Group

Gloucestershire Care Services NHS Trust

2gether NHS Foundation Trust

Gloucestershire Hospitals NHS Foundation Trust

South Western Ambulance Service NHS Foundation Trust

Gloucestershire County Council

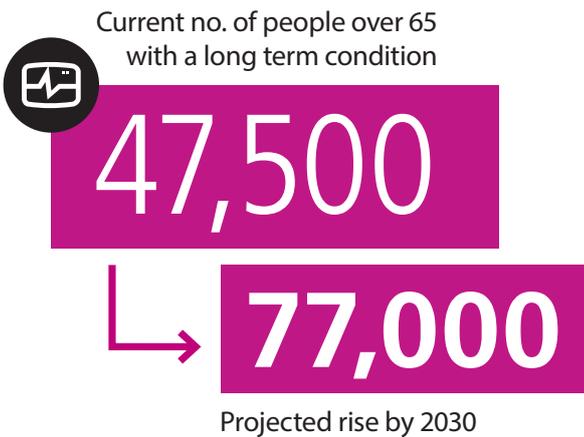
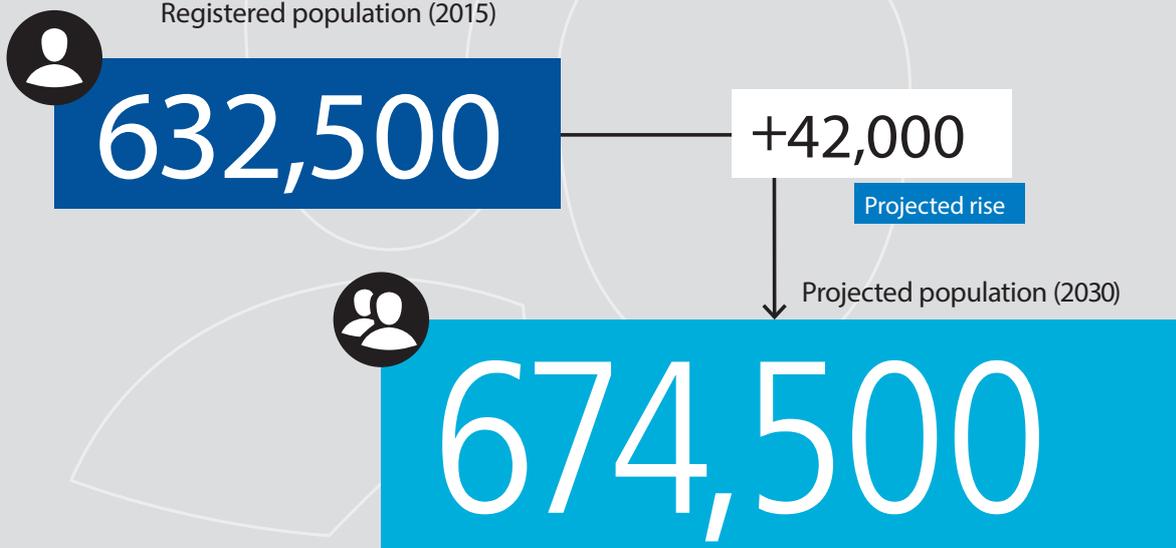
Our challenges

- Growing population (see opposite) with more complex needs, in all age groups
- Increasing demand for services and rising public expectations
- Encouraging greater personal responsibility – appropriate use of services and greater control of our own health, and that of our family
- Rising cost of drugs and new medical technology
- Recruiting and retaining enough staff with the right skills and expertise
- Pressure on finances (see opposite).

What we want to achieve

A healthier population which is:

- Less dependent on health and social care services
- Living in more active communities – with strong networks of community support
- Able to access consistently high quality, safe, physical and mental health care when needed.



*To meet the needs of local people, we think we need to spend more money on priority areas like GP services and mental health and fund vital new drugs and treatments. To do this, we will need to change the way we provide care and support.

What you have already told us:

We sought local people's views in 2014 (Joining up your Care) and this is what you told us then:



The ideas and new ways of working described in Joining up your Care could meet the challenges described. This included: greater focus on prevention and self-care, developing joined up community health and social care teams and services, bringing some specialist hospital services together in one place to ensure safety and quality



A greater amount of the health and care budget should be spent on supporting people to be more in control of their own care and to stop them from becoming unwell, even if it meant there is less money spent on hospital based care



Health and care services should ensure that they care for people who have the greatest health and care needs, regardless of where they live in Gloucestershire

Our STP approach

How can we help people and communities to stay healthy?

We believe that there should be a far greater emphasis on self-care and prevention and community support.

Working with our partners we have developed a plan with investment to support this.

Our approach will include:

- Supporting people with non-medical needs through social prescribing i.e. GPs referring to sources of community support and community activities
- Developing a county-wide programme to tackle obesity
- Promoting healthy workplaces and schools, including improving employee health through the workplace well-being charter
- Using innovative technologies to support self-care e.g. Diabetes
- Strengthening support for Carers.



Enabling Active Communities



Social Prescribing scheme success

Joint working between the NHS, local councils and voluntary and community organisations has meant that over 2,500 people across the county have already been helped to connect to support and activities in their communities to help improve their well-being.

"It turned my life around, from having no hope; I now have a huge range of people I can turn to for help."



How can we better organise services and support?

One Place, One Budget, One System

We believe that wherever possible, care should be provided in the person's own home, in the GP surgery or in the community. Where people have more serious illness or injuries, they should receive treatment in centres with the right facilities to maximise chances of survival and recovery.



Our approach will focus on:

The 'People and Place' community model

- GP practices at the core, working with health, social care and the voluntary and community sector, covering populations of around 30,000
- GP practices working together in closer partnership to provide a wider range of local services
- Other health professionals working more closely with GP practices e.g. clinical pharmacists, paramedics and mental health staff to support local people
- Joined up health and social care teams – more care in people's own homes and in the community, supported by specialist staff if needed
- Development of Centres of Excellence for rehabilitation at a number of community locations.

Development of a network of centres and services to meet people's urgent care needs

- Improved access to GP services – including evenings and weekends
- Community based urgent care centres – bringing together increased access to GP care, out of hours services, diagnostic tests and minor injury and illness services
- Increased support from hospital based specialists in the community
- Continued development of high quality and joined up Mental Health Crisis services.



Joined up care – supporting people at home and in the community

Over 8,000 people a month have been helped by health and social care community teams (ICTs) this year, providing extra support in familiar surroundings and reducing unnecessary hospital stays.

Over 3,000 people received urgent care at home from the Rapid Response Service (response within 1 hour). ICTs are now forging closer relationships with mental health services and voluntary and community organisations.

"I wasn't looking for them to just do things for me; I was looking to them to teach me how to do things myself. That's what they did."



How can we better organise services and support?

One Place, One Budget, One System

Development of Centres of Excellence at our two general hospitals

When you need specialist hospital services, our plan is to:

- Ensure specialist staff see enough patients to maintain their skills and the right number of staff are available 24/7
- Speed up assessment and decision making about people's treatment and onward hospital care
- Improve the patient environment
- Improve links between related services – making services more joined up.

To do this we believe we should continue to bring together some services to ensure quality and safety.

Proposals relating to specific services have not yet been developed as these will be shaped by feedback we receive through the public engagement phase. Future proposals for significant service change would be subject to full public consultation during 2017/18.



Thirlestaine Court – improving quality of care

Established with the aim of creating a centre of excellence for breast screening, diagnosis and care of breast cancer patients, Thirlestaine Court, Cheltenham brings these services together under one roof.

Treatment for breast cancer has seen great improvements in recent years, with more patients living longer. Success is due to earlier diagnosis, improved screening and professional expertise. Centralising care on one site has played an important part in this success story locally.

“The level of care and compassion is exceptional. The staff are thoughtful, supportive, knowledgeable and caring - you realise you are in the best possible hands.”



How can we best develop services together?

We believe that we can continue to improve people's experience of care through our clinical programme approach.

Each Clinical Programme Group (CPG) covers a condition or group of conditions e.g. Cancer, Eye Health and involves medical and other professionals and patient representatives, including Healthwatch Gloucestershire, working together to improve the patient's journey (pathway) through care.

This approach:

- Ensures care is safe, joined up and provides value for money
- Places an emphasis on prevention and self-management advice at an early stage
- Ensures people get the right treatment, in the right place, at the right time
- Focuses on local priorities, including respiratory care (e.g. lung disease) and dementia.

Clinical Programme Approach



New Community Eye Service rolled out

The service is already helping people receive the right care and advice closer to home through community opticians, often reducing the need to wait for hospital appointments.

The development includes new services for glaucoma, cataracts, minor eye conditions and children's services.

"I received excellent information, which put me at ease. I was very impressed with the service and treatment."

How can we reduce waste and make best use of resources?

We believe we have a responsibility to use resources wisely and prioritise how our money is used.

Our approach will include:

- Developing a 'Best use of medicines' programme – helping people take the right medicines correctly to benefit their health, avoid taking unnecessary medicines and reduce waste
- Priority funding the drugs and treatments that have the greatest health benefit for our population
- Campaigns highlighting how the public can help – e.g. choosing alternatives to A&E when it's not an emergency, cancelling appointments if we can't make them or not stockpiling medicines
- Reducing duplication and improving service efficiency e.g. looking at how we provide tests and follow up outpatient appointments.

Clinical Variation



Reducing inhaler waste

Half a million prescriptions a year are issued for inhalers across Gloucestershire at a cost of £10 million.

Poor inhaler technique reduces the amount of each inhaler 'puff' that reaches the lungs and increases medication waste.

Pharmacists and nurses are now actively identifying patients using high numbers of inhalers and offering inhaler technique reviews, re-education and training. A lower cost brand of an equivalent inhaler may be prescribed if suitable for the patient.

"Helping patients to more effectively use their inhalers leads to; increased drug reaching the lungs; reduced number of inhalers needed; and more cost effective control of their condition."

Practice Pharmacist

How can we develop and support our workforce?

We believe it is vital that we develop a sustainable health and care workforce, including GP practice staff, nurses, therapists and hospital doctors.

Our approach will include:

- Offering county-wide leadership, training, education and learning opportunities to support new ways of working and ensure staff have the right skills
- Joining up teams and introducing new roles to improve continuity of care and support for people
- Joining up our approach to recruitment: promoting Gloucestershire as a great place to live and work
- Minimising the use of expensive agency and temporary staff.



County-wide approach to dementia education

The Gloucestershire Dementia Education Team is now delivering education and training across the health and social care workforce as well as volunteer and community organisations.

The approach ensures that staff and partners have the knowledge and skills to support people living with dementia and support the development of dementia friendly communities.

"If you want to make a difference in your workplace for people with dementia this course is a must."



How can we make the most of new technologies?

We believe that technology has great potential to improve care through better information sharing, helping people to take more control over their health and helping them to access the right services and community support when needed.

Our approach will include:

- Joining up your Information – secure access to patient records for clinicians and care workers, where and when they are needed
- Providing access for patients and their carers to their digital health records
- Helping people to take greater responsibility for their health through use of technology
- Developing on-line resources to guide people through their care and treatment, including community support information
- Extending the role of technology to support direct patient care e.g. e-consultations and video consultations.



Mapmydiabetes

Over 12,000 adults with type 2 diabetes at 30 GP practices in Gloucester and the Forest of Dean can now benefit from this structured online education tool.

It increases people's understanding of Diabetes and gives them the skills and confidence to manage their condition.

All newly diagnosed diabetes patients in those areas will also be offered Mapmydiabetes and it will be rolled out county-wide from January 2017.

"Appointments with the practice nurse were by week, now we're looking at months, and the amount of time I spend with her is much less."

 mapmydiabetes



Tell us what you think

We want everyone to be able to have their say and know that their voice will be heard. There are a number of ways that you can give your views:

- Completing the Freepost survey below (or on-line at www.gloucestershireSTP.net)
- Sending an email to: yourviews.glosstp@nhs.net
- Visiting the Information Bus (see the website for details).

Please share your views by 24 February 2017.

Survey

① As part of our *Joining up your Care conversations in 2014*, people agreed a set of principles. Do you think these still apply today?

| | Yes | No | Don't know |
|--------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|
| A greater amount of the budget should be spent on supporting people to take more control of their own health | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| There should be a greater focus on prevention and self-care | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| We should develop joined up community health and care services | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| We should bring some specialist hospital services together in one place | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| We should focus on caring for people with the greatest health and care needs | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

② When resources are limited, we think the NHS and care services need to prioritise them. Rank the following in order of importance, where 1 is the most important to you

| | 1 | 2 | 3 | 4 | 5 |
|-----------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Caring for people in their own homes, or near to where they live | <input type="radio"/> |
| Funding additional community services by reducing the number of hospital beds in the future | <input type="radio"/> |
| Investing in health promotion – helping people to stay well for longer | <input type="radio"/> |
| Prioritising the funding of drugs and treatments that have the greatest health benefit for the population | <input type="radio"/> |
| Treating people with the most complicated health conditions | <input type="radio"/> |

③ We think hospital beds should be available for patients requiring medical and nursing care that cannot be provided elsewhere. Do you agree that hospital beds should not be used for people...

| | Strongly Agree | Agree | Disagree | Strongly Disagree |
|-------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Who no longer need hospital nursing or medical care | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Who feel lonely or isolated | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Who have medical needs that can be met at home, or in a care home | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Whose family feel unable or are unwilling to look after them | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

④ If you need to see a specialist (e.g at an outpatient clinic), the most important thing to you would be: (choose one of the following)

- The time I have to wait for an appointment
- The distance I have to travel
- The expertise of the specialist I see
- Having as few appointments as possible

⑤ If you need urgent or emergency care services, the most important thing to you would be: (choose one of the following)

- Ability to access services 7 days a week
- Centres/services staffed by specialists in dealing with your illness or injury
- The distance I have to travel
- Prompt assessment and decision making about my treatment and onward care
- Services that are joined up and can access information about my health and care needs

- ⑥ Please use the space below to make any further comments about our plan, tell us what is important to you or share your own ideas for transforming health and care services in Gloucestershire

- ⑦ If you would like us to keep in touch with you and inform you of other ways you can have your say, please provide your email contact details below (or postal address if preferred)

About you...

These questions are optional, but to help us ensure we reach a good cross-section of the local population, we would be grateful if you could complete the following:

① Are You

- Male Female Prefer not to say

② Age group

- Under 18 18-25 26-35 36-45 46-55 56-65 66-75 over 75 Prefer not to say

③ What is the first part of your postcode? eg. GL1, GL20

④ Overall, how would you rate your health during the past 4 weeks?

- Excellent Very good Good Fair Poor Very Poor Prefer not to say

⑤ Are you:

- A health or social care professional A community partner/member of the public

Please return your survey, using the Freepost address below:

To discuss receiving this information in large print or Braille please ring **0800 0151 548**

To discuss receiving this information in other formats please contact:

এই তথ্য অন্য ফর্মাটে পেতে আলোচনার জন্য দয়া করে যোগাযোগ করুন

如需以其他格式接收此信息，请联系

V případě, že potřebujete obdržet tuto informaci v jiném formátu, kontaktujte prosím

આ માહિતી બીજા ફોર્મેટમાં મળવાની ચર્ચા કરવામાટે કૃપાકરી સંપર્ક કરો

Aby uzyskać te informacje w innych formatach, prosimy o kontakt

По вопросам получения информации в других форматах просим обращаться

Ak si želáte získať túto informáciu v inom formáte, kontaktujte prosím

FREEPOST RRYY-KSGT-AGBR, Gloucestershire STP, Sanger House, 5220 Valiant Court,
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