



**Hampshire and Isle of Wight**  
Sustainability and Transformation Partnership

# 2017/2018 Delivery



MOVING FORWARD TOGETHER





# Introduction

- The Hampshire and Isle of Wight Sustainability and Transformation Partnership [the Partnership] is a group of 24 statutory health and care organisations who have determined to work together to deliver better health and care and better outcomes for local people. We do this in a number of ways:
  - create environments in which partners can come together to strengthen trust and reduce the complexity of current health and care systems
  - collectively agree a ‘case for change’ and, with engagement with local people, transformation priorities
  - agree on how we will work together to deliver these transformation priorities, with a few being delivered at the scale of Hampshire and the Isle of Wight



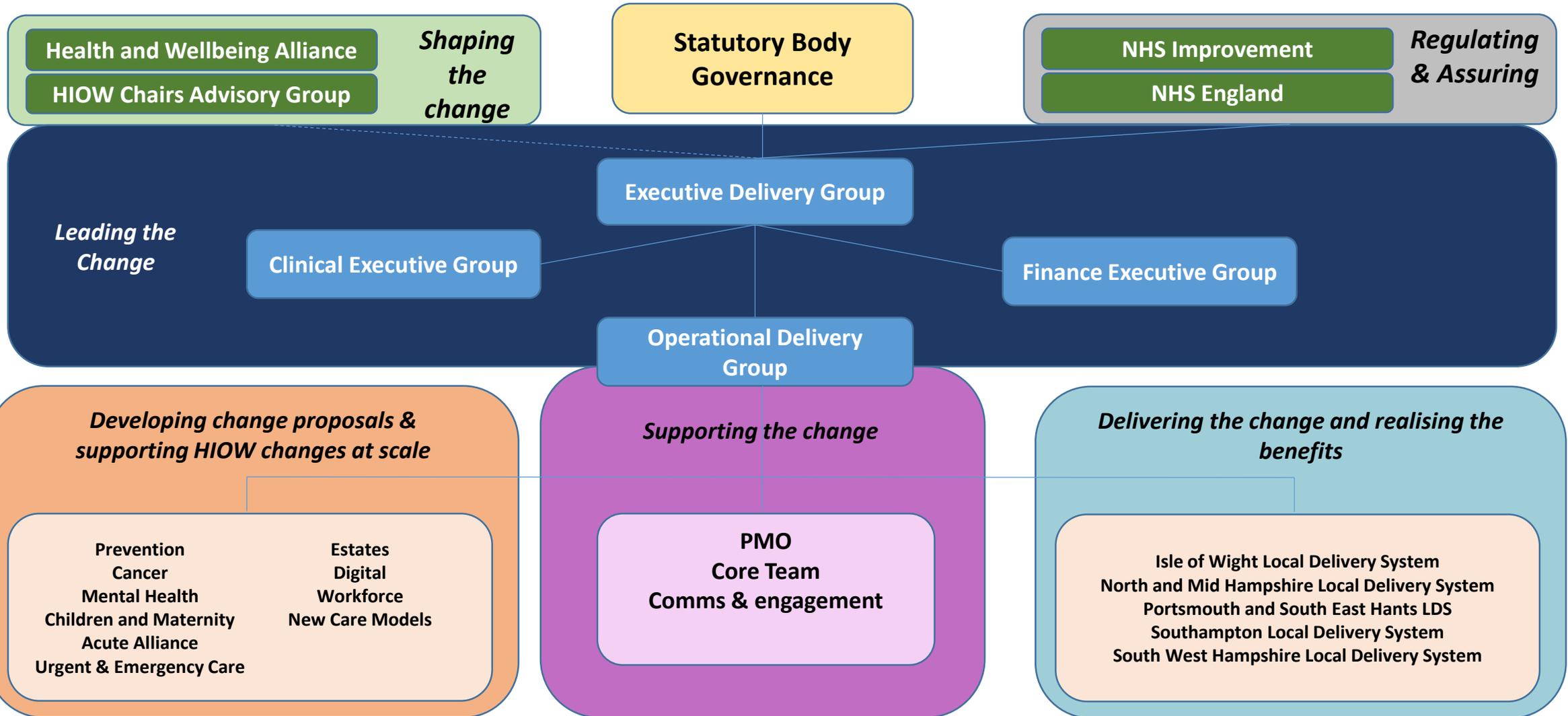
# Structure & Governance

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- The Partnership is not a statutory body / constituted in law. It has been established under the policy direction of the NHS Five Year Forward View: Next Steps
- In 2017/18 local organisations have determined that they do not wish to establish governance structures that delegate responsibilities or powers to the Partnership. In this respect all decisions of the Partnership are consensual and statutory bodies retain full accountability for decisions.
- There is, however, an operating structure established by the Partnership and set out in a collectively developed Compact.
- The Partnership has recently embarked on a system design programme that will seek to revisit the governance arrangements of the Partnership and to locally design the future health system architecture. This is likely to reach initial conclusions in May 2018
- The local Partnership is not subject to judicial review



# Partnership Operating Structure





# Leadership and Accountability

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- the Partnership have established a model of 5 Local Delivery Systems who have come together to act as the means of delivery of the majority of transformation actions
- Only those programmes best transacted at a 2 million population are undertaken at a whole partnership level
- work programme and progress is subject to assurance on a quarterly basis by NHS England and NHS Improvement.
- An MOU sets out the respective responsibility of regulators and the Partnership core team
- In 2017/18 NHS England contributed £300,000 to support Partnership working. This was complemented by a number of partners contributing £40,000 each. For context, the annual NHS allocation for Hampshire and Isle of Wight is £2.5bn
- Using this resource, a small core team was established for 18 months to support the Partnership's activities



All of the achievements and aspirations detailed within this document would not be possible without the NHS and local authorities working in partnership. Working together as organisations and with local people, we are improving the health and wellbeing of the population of Hampshire and Isle of Wight.

Key delivery progress will be set out against our priority actions:

- Radical upgrade in prevention and early intervention and self care
- Accelerated introduction of new care models serving each community
- Ensure provision of sustainable acute services
- Improve quality capacity and access to mental health services



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- There is a difference between the requirement of individual statutory organisations to deliver regulator-set and assured control totals and the Partnership Programme to address an anticipated financial gap of £577m by 2021 in a 'do nothing' scenario.
  - The Partnership originally set itself a whole system 2017/18 saving plan of £186m. The actual forecasted cost reduction in 17/18 is £164m.
  - Anticipated in-year savings have been delivered in a number of areas including mental health, prevention, estates, medicines optimisation and the Solent Acute Alliance.
  - Partnership savings anticipated in discharge and flow and provider cost improvement have not been fully achieved
  - Whilst there is a gap in cost reduction (0.8% of turnover) the deficit financial position for the whole Partnership footprint is anticipated to be greater because of non-receipt of £40m of planned-for national transformation revenue and unanticipated additional costs incurred in delivery, notably in workforce costs.



## Expected impacts and benefits for patients, communities and services

- ✓ Improving Health and Wellbeing, with more people able to manage their own health conditions reducing the need and demand for health services
- ✓ More people supported to give up smoking, achieve a healthy weight and drink sensibly (reducing lifestyle related diseases)
- ✓ Efficiencies of £10m by 2020/21

### Delivery at Scale in 2017/18

- 2,000 people supported on the Diabetes Prevention Programme across Hampshire and the Isle of Wight.
- 100 GP Practices now providing e-consult with over 1m local people now able to use the service
- In-house Hospital Stop smoking advisors appointed to UHS and HHFT increased referrals and rate to 32%
- Promotion of digital appointments for sexual health screening has resulted in a 30% increase in uptake and reduced service costs.
- Deployed signposting and care navigation roles in GP practices
- Training primary and community teams in health coaching and patient activation techniques
- A cancer prevention programme has been implemented improving access to screening opportunities
- Better Births programme has created My Birthplace app to empower mothers

### Plans for 2018/19

- We will embed smoking cessation into all care processes and as a result witness an increase in the number of people who stop smoking. In order to deliver this, all trusts will develop a robust plan with support from the Commissioning for Quality and Innovation scheme.
- We will continue to roll out the National Diabetes Prevention Programme with 2500 new residents accessing the programme by end of 2018/19.
- All NHS organisations to have a MECC training plan agreed by their Board. Implementation of the plan will have started.
- We will continue to work on increasing the uptake of cancer screening with a particular focus in the early part of the year on cervical screening. Later in the year we will turn our attention to breast and bowel cancer.
- Establish the HIOW Personalised Health Record
- Establish 111 Online by July 2018
- Establish Integrated urgent Care by November 2018



## Expected impacts and benefits for patients, communities and services

- ✓ Improved outcomes for people with long term conditions/multiple co-morbidities
- ✓ Reduced A&E attendances/hospital admissions for frail older people and people with chronic conditions
- ✓ More people maintaining independent home living
- ✓ Sustainable General Practice offering extended access
- ✓ Efficiencies of £46m by 2020/21

### Achievements to date

- Secured £1 million investment to support better compliance with national treatment standards for people with diabetes.
- Three quarters of the Hampshire and Isle of Wight population now have access to evening and weekend GP appointments.
- Investment in Online consultations have freed up in the region of 500 GP appointments per week.
- Invested in the training and appointment of GP nurse practitioners, Physician Assistants, Nurse Mentors and clinical pharmacists linked to practices
- People can now more easily access a range of health and wellbeing services in a single location as part of integrated hubs that have been developed in Lymington, Farnham, Yateley, Gosport and Fareham. GPs, community nurses, physiotherapists, mental health practitioners, care navigators, pharmacists and hospital specialists are working together in the hub to support people to stay well, to provide the right support when needed and to better manage any long term illness.

### Plans for 2018/19

- To ensure 100% of the Hampshire and Isle of Wight population has access to evening and weekend GP appointments
- To open more hubs across Hampshire and the Isle of Wight to improve access to support and care for local people. There will be 15 area health hubs in total by 2020.
- To further establish care teams in each local area to include staff from primary, community and social care as well as hospital specialists to support people in their local communities. Care might be provided in local hubs, in residential or care homes or in people's own homes.
- We intend to work with Health Education England and the Local Medical Committee to develop strong plans to support and retain the GP and nursing workforce, develop new roles as part of local care teams, and recruit high quality staff to the area
- Focused work with GPs, community teams, voluntary organisations and hospital specialists to improve support and care for people with long-term conditions, including access to education and support that improves people's confidence to manage their own health.



## Expected impacts and benefits for patients, communities and services

- ✓ Conclude the process of developing options for acute services configuration for the population of Isle of Wight
- ✓ Conclude the process of developing options for acute services configuration for the population of North and Mid Hampshire

### Achievements to date

- 1 February 2018: preferred option agreed for the future of acute services for the population of the Isle of Wight, following significant partnership work between NHS and Local Government partners
- 30 November 2017 North and West Hampshire CCGs agreed to the continued development of plans for more joined up local health services both in and out of hospital and the development of proposals for the centralisation of services within the current Hampshire Hospitals' footprint (Andover, Winchester and Basingstoke), This will include exploring any necessary capital development to support relocation of services. Other options, including a standalone critical treatment hospital will not be progressed at this time as part of the programme.

### Plans for 2018/19

- IOW: Detailed work, led by the clinical teams and enabled by the Solent Acute Alliance, will refine the preferred option and quantify the future changes in capacity and demand brought about by the proposals. The ambition is to move towards a Stage 2 review and submission to the NHS England Finance and Investment Committee in the winter of 2018.
- N&M Hampshire: Detailed plans for strengthened integrated primary and community services for the local population will be presented to the two CCG Governing Bodies and the Trust Board in April. The ambition is to move towards a Stage 2 review and submission to the NHS England Finance and Investment Committee in the winter of 2018.

# Sustainable High Quality Acute Services: *Cancer* 9

## Expected impacts and benefits for patients, communities and services

- ✓ Improvements in the prevention and early detection of cancer ,
- ✓ Patient treatment and their experience of that treatment will be as good as it can be.
- ✓ People will be supported to live with and beyond their cancer diagnosis.

## Achievements to date

- We have invested £1 million in a programme to help people on the road to recovery as soon as they receive a cancer diagnosis, rather than waiting for them to undergo treatment. This new scheme connects research teams with clinicians and patients and is trialling various techniques to quickly developing the most effective approach to support cancer recovery.
- We have received additional funding of £146,000 to increase the number of people who start their cancer treatment with 62 days of being referred for diagnosis by their GP. This money has been used to improve access to diagnostic services such as scans.
- Approximately 2000 cancer patients have now received assessments aimed at supporting both their physical and mental needs following their diagnosis.
- Following treatment for breast, colorectal and prostate cancer, patients at University Hospital Southampton are now able to control their own follow up care, supported by training and open access to clinical support when required. Patients are no longer required to attend frequent follow up appointments, but instead can contact a specialist when they need to. In most cases this is a significant reduction in the number of hospital appointments and in all cases health outcomes and patient experience have been as good or better.

## Plans for 2018/19

- We will further increase the number of people who live for over a year following a cancer diagnosis.
- By the end of 2018/19 we will double the number of people receiving a physical and mental health assessment, post cancer diagnosis.
- We will implement the new model of follow up care piloted at University Hospital Southampton, across all hospitals in Hampshire and the Isle of Wight.
- We will focus on increasing the number of people who are diagnosed at the early stage of their cancer and hence improve their chances of survival. We will do this by supporting staff and patients to recognise the signs and symptoms of cancer.
- We will ensure that more than 85% of people who are diagnosed with cancer start their treatment within 62 days of being referred by their GP.

## Expected impacts and benefits for patients, communities and services

- ✓ All patients able to consistently access the safest acute services offering the best clinical outcomes, seven days a week and delivery of the national access targets for the Southern Hampshire and Isle of Wight population
- ✓ Reduced variation and duplication in acute service provision
- ✓ Efficiencies of £165m by 2020/21

### Achievements to date

- In April 2017 and following consultation with local people, vascular services (which care for people with problems with their veins or arteries) were reconfigured.
- The Acute Alliance has brought teams together to share best practice across specialties such as gastroenterology and emergency medicine to ensure local people receive the best quality care no matter where they live.
- Following clinical and service user discussion, proposals are ready for implementation regarding the future configuration of spinal surgical services
- A Pathology consortia has been established to reduce costs and improve quality and resilience of pathology services
- By summer 2018, services to support patients experiencing kidney failure, known as renal services, will be joined up across the area ensuring that there is less variation and everyone receives the same high quality care.
- MSK Service review completed.

### Plans for 2018/19

- From early 2018 and following input from local people, the configuration of the service which provides spinal surgery will be agreed. The aim of reviewing spinal services is to improve access for local people to this high quality specialist service.
- In consultation with local people, NHS organisations and clinical teams, we will agree the configuration of hospital services on the Isle of Wight.
- To undertake service reviews in plastics (surgery for the skin) and radiology.
- Implement findings of the MSK review.
- Isle of Wight Trust and University Hospital Southampton pathology departments are now working together to jointly procure a pathology equipment service. By working together costs to the local NHS are reduced.



## Expected impacts and benefits for patients, communities and services

- ✓ All people in Hampshire and Isle of Wight will have early diagnoses to enable access to evidence based care, improved outcomes and reduced premature mortality
- ✓ Enhanced community care and improved response for people with a mental health crisis. Reduced out-of-area placements for patients requiring inpatient care
- ✓ Efficiencies of £28m by 2020/21

### Achievements to date

- Tangible improvements have been achieved in ensuring people experiencing a mental health crisis, receive the appropriate care. This has significantly reduced the number of people detained under section 136 of the Mental Health Act decreased in Hampshire.
- The Hampshire community eating disorder service for 0-18 year olds is now operational
- Specialist community perinatal services (which support women who suffer from mental illness during and one year after their pregnancy) are now in place across Hampshire and the Isle of Wight.
- All-age mental health liaison teams are now in place in all Hampshire and Isle of Wight hospitals supporting patients with both physical and mental health needs.
- Southampton hosted the first STP wide health and housing summit in the country. This programme highlights the links between housing and mental health and is an excellent example of the new approaches we are taking.
- Ours is one of only eight STP areas nationally to be successful in gaining Building Health Partnerships programme support and funding, the only one in the country with a focus on mental health.

### Plans for 2018/19

- In March 2018, following engagement with staff and patients and their families, a preferred configuration of services to support those with more severe mental illness will be selected and subsequently implemented.
- We will work to reduce the number of people with severe mental illness who are being cared for outside of Hampshire and the Isle of Wight, ensuring they can be cared for in a place as close to their home as possible.
- We will work with local people and staff to understand their views on how we should configure mental health services which support people during a crisis.
- We will continue to work together with housing teams to help build stronger, mentally healthier communities
- We will continue to work on a Hampshire and Isle of Wight wide programme to double access to Individual Placement and Support. This scheme enables people with severe mental illness to find and retain employment.



## Expected impacts and benefits for patients, communities and services

- ✓ The children and young people of Hampshire and the Isle of Wight will be supported to have the best start in life, having the access they need to high quality physical and mental health care.
- ✓ Children and young people with severe mental illness will be cared for closer to their home receiving a diagnosis quicker and receive the care they need.
- ✓ Parents and carers will be supported to manage the mental and physical health of their child.

### Achievements to date

- £500,000 in additional funding was received to support improvements in the services to support children and adolescents with severe mental illness.
- £190,000 additional funding received to establish children's connecting care urgent hubs throughout the area. These hubs are operational in Chandler's Ford, Eastleigh and Southampton with further hubs opening in Basingstoke, New Milton, Portsmouth and South East Hampshire . The hubs will support families by improving access to advice and support to manage childhood illness.
- We have undertaken substantial engagement with parents and schools to understand how we best support children who have either autism or attention deficit hyperactivity disorder (ADHD). Their feedback will help us to design services which are responsive to the needs of local children ensuring they are supported both at home and school.
- The Hampshire Parent and Carer Network is now supporting people during the interim period whilst they await a diagnosis for their child.

### Plans for 2018/19

- To employ staff at the NHS111 call handling centre who have expertise in children's health.
- To reduce the amount of time children wait for an autism or ADHD diagnosis.
- To use the children's connecting care hubs to support families and to reduce the need for children to be admitted to hospital by 10%.
- To reduce the number of Hampshire and Isle of Wight children and young people with severe mental illness who are being cared for outside the county.
- Caring for children with severe mental health illness closer to their homes will also free up additional resources which can be used to support a wider group of children and young people with mental illness at home, and avoid the need for admissions to hospital.



## Expected impacts and benefits for patients, communities and services

- ✓ An integrated care record for all GP registered citizens in Hampshire and Isle of Wight
- ✓ Flexible IT systems enabling care professionals to work from any location, with access to citizens health and care records
- ✓ Citizens able to manage their health and care plans – for example managing appointments, updating details, logging symptoms
- ✓ Real time information to support clinical decision making

### Achievements to date

- We are in the process of installing Wi-Fi and flexible IT systems throughout GP practices, enabling care professionals to work from any location, with access to people’s health and care records.
- 80% of practices in Hampshire and the Isle of Wight are now using electronic prescribing. This system makes it possible for prescriptions to be sent electronically to the pharmacy or dispenser of your choice, saving local people time by avoiding unnecessary trips to their GP.
- Two of our main hospitals have attracted additional funding totalling £15 million, having been identified as delivering exceptional care, efficiently, through the use of world-class digital technology and information.
- The Care and Health Information Exchange (CHIE, formally the Hampshire Health Record) will provide information to support clinical decision making. It ensures that staff throughout the health and care system can instantly access a patient’s medical record during an appointment. This system will cover the whole of Hampshire and the Isle of Wight by Spring 2018.

### Plans for 2018/19

- To develop and implement personal health records, which will allow local people to manage all their health appointments, update their personal details and log symptoms. This will provide people with greater control over their health.
- To implement IT systems which allow urgent and emergency service staff across the area to book appointments directly with other services. For example, enabling an NHS 111 call handler to directly book an appointment with an emergency dentist.



## Expected impacts and benefits for patients, communities and services

- ✓ Improved collaboration and co-ordination of Hampshire and Isle of Wight estates expertise and information will mean that we can improve our planning capability at partnership and local level
- ✓ Providing estate that can be used flexibly and enable new ways of working
- ✓ Reducing demand for estate will generate efficiencies and savings through reduced running costs and release of land for other purposes
- ✓ Improving the condition and maintenance of our estate will mean that citizens can access services in fit for purpose facilities across Hampshire and Isle of Wight
- ✓ Release surplus land for housing and reducing operating costs in our buildings across Hampshire and Isle of Wight

### Achievements to date

- We have created a single estates information system across Hampshire and Isle of Wight which enables joint planning across organisations for the benefit of staff and patients.
- We have agreed a consistent classification of the estate to assist health and care teams in sourcing high quality sites in the right location thereby improving access to services for local people.
- In each local area action plans and forums have been developed to better understand the condition of our buildings including GP practices, to increase the utilisation of the best estate and to produce development plans for sub-standard estate. This will increase both efficiency and quality, while releasing redundant estate for other purposes.
- A Hampshire and Isle of Wight Capital Panel has been established to review and prioritise bids for additional funding into the area. This increases openness and transparency, makes best use of a limited funding pot and puts us in a strong position to gain national support and funding to deliver improved facilities and services.

### Plans for 2018/19

- We intend to work with the national lead for Strategic Health Asset Planning and Evaluation to improve both the accuracy of our estates database as well as the systems which evaluate the best use of a building or space. This work will support the local care system to develop new ways of working and identify opportunities to offer health and care appointments at a variety of locations closer to people's homes.
- Continuing to increase utilisation of our best buildings, improve the overall quality of our buildings, whilst reducing the cost of running them including reducing charges for empty unused space.
- We are one of six national Strategic Estate Planning pilots to develop a case for additional estates expertise. This will put us in a strong position to deliver plans quickly and on a wide scale, so that patients will start to see positive benefits sooner.



## Expected impacts and benefits for patients, communities and services

- ✓ A flexible workforce shared across geographical and organisational boundaries, working in new ways with extended skills to deliver the workforce transformation that underpins the STP core programmes
- ✓ Health and care roles that attract local people, to strengthen community based workforce
- ✓ Significant reduction in the use of temporary and agency workers
- ✓ Increasing the time our staff spend making the best use of their skills/experience
- ✓ No overall growth in the workforce over the next five years

### Achievements to date

- Working in partnership with Health Education England we have established a team who will lead a system-wide workforce plan ensuring we consider every aspect of the care needed by individuals, rather than planning purely from an organisational perspective.
- Across Hampshire and the Isle of Wight we have established key strategic groups focusing on collaborative working across three specific areas :-
  - Temporary staffing – with the aim of working together to explore the best and most cost effective options for the use of temporary staff, reducing competitiveness within the system and ensuring we do not increase costs;
  - Recruitment and retention – developing an area-wide strategy for attracting and retaining staff; working together to develop new opportunities and creative solutions to retain and attract high quality employees into the area;
  - Statutory and mandatory training/pre-employment checks – developing ways by which staff can change jobs within the local system without the need to recomplete their mandatory training (for example, information governance and equality training). This will remove the need for staff to be rechecked and retrained which causes additional cost, supports quicker start-dates, reduces the need to use temporary/agency staff, leaving staff with more time to spend with patients.

### Plans for 2018/19

- We will have one workforce plan for the Hampshire and Isle of Wight health and social care system for the next three years showing where we need new roles, people to work differently as well as finding solutions to where we don't have enough capacity for core roles.
- We plan to go live with portable statutory and mandatory training and pre-employment checks across all NHS organisations in the area, with the aspiration to include social care employers, where feasible.
- We will implement our plans to retain as many staff within the area as possible and make Hampshire and the Isle of Wight a great place to work. Plans include schemes such as creative rotational nursing roles. This will attract new staff and different talents into the area and offer staff a wider set of career opportunities.
- We will develop shared recruitment campaigns so that we look at the staffing needs of the whole system and also make best use of our recruitment teams.



The following organisations are supporting the delivery of sustainability and transformation programmes of work in Hampshire and the Isle of Wight:

NHS Fareham and Gosport Clinical Commissioning Group  
NHS Isle of Wight Clinical Commissioning Group  
NHS North Hampshire Clinical Commissioning Group  
NHS North East Hampshire and Farnham Clinical Commissioning Group  
NHS Portsmouth Clinical Commissioning Group  
NHS South Eastern Hampshire Clinical Commissioning Group  
NHS Southampton City Clinical Commissioning Group  
NHS West Hampshire Clinical Commissioning Group  
Hampshire County Council  
Isle of Wight Council  
Portsmouth City Council  
Southampton City Council  
NHS England  
NHS Improvement  
NHS South Central and West Commissioning Support Unit

Hampshire and Isle of Wight GP surgeries  
Hampshire Hospitals NHS Foundation Trust  
Isle of Wight NHS Trust  
Portsmouth Hospitals NHS Trust  
Solent NHS Trust  
South Central Ambulance Service NHS Foundation Trust  
Southern Health NHS Foundation Trust  
University Hospital Southampton NHS Foundation Trust  
Wessex Academic Health Science Network  
Wessex Clinical Networks  
Wessex Clinical Senate  
Wessex Local Medical Committees  
Health Education Wessex  
Local voluntary and community organisations  
Hospital and community trusts in neighbouring areas

For more information on any of the details within this document or to get involved in our work please email **[SEHCCG.HIOW-STP@nhs.net](mailto:SEHCCG.HIOW-STP@nhs.net)**

