



Hampshire and Isle of Wight
Sustainability and Transformation Partnership

Hampshire and Isle of Wight Strategic Delivery Plan 2019-2024 Draft summary document

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MOVING FORWARD TOGETHER



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Introducing the Strategic Delivery Plan

The Hampshire and Isle of Wight Strategic Delivery Plan sets out how the local health and care community will deliver the ambitions and commitments set out in the NHS Long Term Plan. It details how we plan to deliver on the 315 commitments and also how we have prioritised areas that are of particular importance for our population.

The Strategic Delivery Plan describes our vision, the local context that has directed us to our strategic objectives and priorities, and the actions we will be taking over the coming five years to implement the Long Term Plan ensuring that

Together, we will deliver care which is amongst the best in the world, enabling people to lead healthy and independent lives

Since we published our Sustainability and Transformation Plan in 2016, we have spoken to local people, our staff and clinicians to understand their views on our key areas of focus. People have told us that they want:

- **more choice and control over their own health and wellbeing and care that is more tailored to their individual needs;**
- **clear accessible information that allows them to live well for longer and better manage their health and care;**
- **greater access to urgent and emergency care;**
- **better, safer care for major health conditions.**

Our plan sets out how we will address these and our other challenges and transform our health and care system to **meet the expectations of local people and deliver care fit for the 21st century**. We will:

- create a radically different, more ambitious approach to supporting people to **prevent ill health and stay well**, reducing the number of people dying early;
- develop a **strong and high quality health and care system** which is designed around the needs of local people, providing people with the things they need to live healthy, independent lives and ensuring resilient GP practices for the next generation. Investment in this new approach will mean keeping people safer and healthier at home, reducing the need to be admitted to, and the time spent in, hospital;

- have **thriving hospitals**, consistently providing great quality care for local people and working together in networks to develop the expertise and infrastructure that will ensure care that is amongst the best in the world;
- ensure that people with **mental health needs, learning disabilities and autism** are better supported in all of their care needs, including their access to physical health care.

We will achieve this **21st century service model of care** through:

- making the Hampshire and Isle of Wight health and care system a place in which **people want to work**. This will include training more staff and designing new roles, creating a sense of 'team' for all, so our staff feel better engaged and able to do their jobs; and offering flexible, creative career options to help people stay with us;
- **improving our use of information** to predict and respond more effectively to people's needs and giving people **digital tools and apps** that allow them to be in control of their health and care;
- **changing the way we spend our money**. We plan to focus our investment on preventing ill health, our GP practices and community services, making care personal to the individual whilst supporting improved physical and mental health and wellbeing. We will also invest in our hospitals to improve care to a standard which is amongst the best in the world;
- **investing in the buildings in which we deliver care**. We will invest over £200m in new facilities over the next few years and have ambitions to invest more in those buildings in poorer condition;
- **changing the way we work** together for local people. We will work as one for the benefit of local people, making sure every pound is used in the best way;
- improving the way in which we share learning and work together to both **develop new ideas and implement research**, ensuring we are at the leading edge of health innovation.

This plan therefore describes the collective ambition of all the health and care organisations throughout Hampshire and the Isle of Wight. We have prioritised areas of highest challenge along with those which can derive the greatest benefits for our population. We know that we have much work to do, but as a system we are ready for the challenges ahead and are committed to working together to provide the care that our population deserves.



Our population and their health and care needs



We serve a population of **1.8 million**.



We have some areas with very high proportions of older people. For example, 30% of the population of Lymington is over 75.



600 babies each year are estimated to be born with foetal alcohol syndrome.



An estimated 16.4% (**252,000**) of our population still smoke



140,463 of adults are obese (9.3%), above national average

Our health and care system



158 GP practices,



2 community and mental health trusts



more than 200 providers of dental services



over 300 community pharmacies



4 local authorities (Hampshire, Southampton, Portsmouth and Isle of Wight)

CCGs

8 Hampshire and Isle of Wight clinical commissioning groups



4 hospital trusts



over 900 suppliers of domiciliary, nursing and residential care



1 ambulance trust



nearly 200 providers of optometry services such as eye tests and optical appliances.



2000 babies born per year to women that still smoke at delivery



Every year there has been an increase in the numbers of rough sleepers, with approximately 145 people recorded in 2018. On average rough sleeping men die 32 years earlier and women die 39 years younger than expected.



In 2018/19 there were **15,085** alcohol-specific hospital admissions with almost 30% of these total admissions being people from Southampton.



Across our footprint, the **difference in life expectancy is 12 years**.

Leading causes of premature death each year



Cancer - in 2017, 5,180 people died from cancer, 29% of all deaths



Cardiovascular disease (CVD) accounting for 4,545 (26% of deaths)



Respiratory disease - with 2,257 (13%) of deaths



Dementia accounts for 1,548 (9%) of deaths



Type 2 diabetes 123,000 people with diabetes of which around 90% are adults living with Type 2 diabetes.

✓ Our successes and case for change

In developing our plan it has been important to understand the areas upon which we currently perform well. These are areas where we can make quick progress towards our ambition to be among the best in the world and as such we will accelerate work where we lead the way nationally. Balancing that is a requirement for clarity on the case for change.



Opened 11 children's hubs, where a variety of health and care professionals from our different organisations support parents across the area



Three trusts, Hampshire Hospitals, University Hospital Southampton and South Central Ambulance Service named Global Digital Exemplars, internationally recognising improvements in the quality of care, through the world-class use of digital technologies and information



Our NHS 111 service, run by South Central Ambulance Service, is now supported by mental health nurses from Southern Health, clinicians with specialist paediatric training, midwives, and local authority social care professionals



Hampshire and the Isle of Wight has one of the highest early cancer diagnosis rates and as part of the Wessex Cancer Alliance the highest ten year survival rate in the country



Hampshire is a national lead for offering people greater choice and control over the way they receive health and care



Introduction of our staff passport saves us £6000 every time someone moves to another role within the local system



We are one of two national exemplars for the way in which we offer personalisation and choice to pregnant women



We are one of the first areas in the country to have mental health services working closely with housing to ensure people can be treated safely as close to home as possible



Wessex Healthier Together supports parents to understand the health needs of their children and trains staff to ensure clear and consistent advice. This work has led to the greatest reduction in antibiotic prescribing in primary care in the country



We have connected medical and care records across Hampshire and the Isle of Wight. This makes sure our workforce have the right information to do their job properly

The Case for Change



Some communities across Hampshire and the Isle of Wight are experiencing unacceptably poorer access, outcomes and life expectancy than the rest of our population



Variable quality and resilience of care in our local communities with people reporting difficulty accessing care and resulting in people staying in hospital longer than is helpful for them



We are experiencing challenges in sustaining high quality hospital based care, particularly in our smaller hospitals and those with older buildings



We have a growing financial challenge with a number of local individual NHS organisations unable to operate within their allocated finances



We are increasingly struggling to recruit and retain the workforce we need to deliver the care people need



A growing elderly population with changing health needs



Our vision, mission, goals and objectives

Our vision	Together, we will deliver care that is amongst the best in the world, enabling people to lead healthy and independent lives				
Our mission	Working together to make lives better				
Our goals	To empower people to lead healthy lives	To deliver the future in our plans	To deliver a quality of care of which we can be proud	To use our resources to the benefit of local people	To create a system within which people want to work
Our objectives	<p>Prevent the premature death of 3,000 people in Hampshire and the Isle of Wight by 2025</p> <p>By 2025 we will reduce the 12-year gap in life expectancy between those living deprived areas</p>	<p>Establish our 21st century service model supporting over 32,000 people with personalised care support and preventing over 37,000 avoidable hospital admissions</p> <p>Provide people with access to urgent and emergency care that meets their needs and delivers nationally agreed standards of care by 2025</p> <p>By 2024 at least 80% of the adult population will be routinely accessing health and care services through digital channels</p>	<p>Improve the quality and safety of health and care services; with all our services assessed by the CQC to be 'good' or 'outstanding' by 2024/25</p> <p>Place HIOW amongst the best in Europe for cancer survival, diagnosing 75% of stage 1 and 2 cancers and increase five year survival to 70% by 2028</p> <p>Meet the national standards of investment in mental health care (focusing on services for children and young people) whilst delivering the mental health priorities in the LTP</p>	<p>Improve efficiency, increase productively and ensure consistently high quality care so that, by 2024/25, we can improve our financial situation and re-invest in local services</p>	<p>Improve workforce planning across the system, so we can attract the staff we need, focusing on increasing the number of nurses by 5% by 2024</p> <p>Redefine a sense of team within the system so staff are able to do their jobs, increasing staff engagement levels to above the national average</p> <p>Offer flexible, creative career options so that staff want to join and stay with us, reducing our turnover rates from 16% to 12% by 2024</p>

Supporting you to stay well

With an ageing population, rising obesity rates and health inequalities across Hampshire and the Isle of Wight, we need a radical approach to prevent ill health in people of all ages, so we can meet the health and care needs of everyone.

We have made considerable progress in making sure that prevention is a key part of the health and care we provide, working with our hospital trusts to identify and support smokers to quit and supporting people to live healthier lives via the Diabetes Prevention Programme. But we know we can do more.

Health inequalities are differences in the health, or in the distribution of health resources, between different population groups, arising from the social conditions in which people are born, grow, live, work and age. Reducing health inequalities in Hampshire and the Isle of Wight is a priority for all health and care services and together we will develop a system-wide approach to reducing them, as well as specific programmes of work to increase wellbeing support for people with **severe mental illness, learning disabilities and autism**, and **pregnant women who smoke**.

Our commitment, therefore, is to:

- work together to **improve everyone's health and wellbeing** regardless of where they are born, live, work and how old they are;
- develop approaches which **enable people** to better manage their own health and wellbeing;
- **provide wellbeing support** throughout patients' health and care journey.

We will:

- **improve healthy life expectancy** (the number of years a person lives in good health) and reduce dependency on health and care services;
- **turn the tide on the challenges facing our communities**, develop a radically different and more ambitious approach to supporting people to stay well over their lifetime, recognising the importance of the wider influences on health such as housing, and focused on reducing health inequalities
- **ensure prevention is core to everything we do** and our workforce will be enabled to support and champion this approach.



Our key goals and their impact

Our key goals

- 10% reduction of the number of antibiotic resistant infections by 2025;
- 10% reduction in suicide rates by 2023;
- 15,000 people allocated places on the Diabetes Prevention Programme by 2022;
- 100% of people admitted to hospital will be screened for smoking, and 100% of smokers offered stop smoking support or nicotine replacement therapy by 2022;
- 60% of people with severe mental illness will receive a physical health check annually by 2023;
- 90% of identified workforce trained to the appropriate level of the Behaviour Change Development Framework by 2022;
- Reduce the prevalence of smoking in pregnancy to 6% or less by the end of 2022;
- By 2023, all our hospital trusts will offer alcohol nurse services.

Impact on access

- ✓ Access to stop smoking services through hospital referral;
- ✓ **Healthy conversations with all patients.** Making prevention a core part of care ensures all NHS patients are given opportunities to improve their health regardless of which service they access;
- ✓ **Improved access to cancer screening** programmes;
- ✓ Increased accessibility of **preventative interventions** via GP practices;
- ✓ Adapted screening programmes to **increase accessibility for people with learning disabilities and autism.**

Impact for our workforce

- ✓ **Healthier working environment** and increased access to stop smoking support for staff and patients;
- ✓ **Shared learning** across GP practice staff on prevention priorities;
- ✓ **Pharmacists** will be supported to have an active role in prevention;
- ✓ **Skilled workforce** able to address physical health needs and able to have difficult conversations around lifestyle changes;
- ✓ **Reduced pressure** on our hospitals.

Impact for the people of Hampshire and the Isle of Wight

- ✓ **Reduction in the number of deaths** caused by cardio vascular disease (diseases affecting the heart), heart attacks, stroke and suicide;
- ✓ **Early identification of cancer** to enable earlier treatment and consequently better results;
- ✓ **Improvements in mental health;**
- ✓ **Improved child health** and protection of vulnerable people;
- ✓ **Fewer complications during pregnancy and labour**, reduction in low birth weight and unexpected deaths at birth;
- ✓ **Improvements in physical health** for people with severe mental illness and learning disabilities, closing the gap in healthy life expectancy between them and the general population;
- ✓ **Reduction in preventable deaths** for populations with significant health inequalities;
- ✓ **Reduced risk of babies acquiring infections** and diseases, and reduced risk of childhood obesity;
- ✓ People will be supported to **make lifestyle changes** that improve their health and wellbeing;
- ✓ **Fewer people smoking** and reduced risk of surgical complications, readmissions and future smoking-related illness;
- ✓ **Increase in healthy lifestyles** and reduction of preventable illness such as type 2 diabetes and cardio vascular disease;
- ✓ **Reduction in the need to be admitted to hospital** or visit A&E for alcohol related illness.



Our new approach to caring for you

Central to our 21st century approach is the development of high quality proactive care focused on enabling people to live healthy, independent lives.

We believe people should only spend time in hospital when they require those skills and facilities that are uniquely available at those sites. Therefore, using technology and combining community, mental health and care services, we will offer our population **improved access, better support and properly joined-up care at the right time in the best location for them.**

To deliver this ambition we will organise and coordinate care around the needs of individuals and the communities in which they live, shifting our focus and strengthening community-based care. By placing much more emphasis on preventing ill-health and enabling people to look after their own health and wellbeing, it is possible to reduce the need for people to be admitted to hospital and therefore we will redirect our valuable resources to where they have the biggest impact, in the community.

Central to these improvements will be the strengthening of our GP practices. We will ensure our GP practices and community services remain strong and able to support the people they serve.

Our 21st century model of care will also ensure those at the greatest risk of poor and/or deteriorating health are supported proactively to stay as well as possible and **avoid going into hospital. Continuity of care** (seeing the same care professionals) will be protected where this is important to a person's overall health and wellbeing. The five elements of our new approach are:

Supporting people to stay well - We will support people to take greater control of their health and wellbeing. We will work together with partners on the wider, social factors which determine health, such as education, employment and housing;

Proactive, joined-up care for ongoing or complex needs - We commit to adopting "personalised care" as the underlying principle of every interaction, with the emphasis moving away from "what is the matter with me?" towards "what matters to me". This means looking beyond the presenting illness or health condition and building resilience in individuals, communities and systems to support improved health and wellbeing;

Better access to specialist care - Specialists will work with GP practices providing expert advice, guidance and proactive care to support people with long terms conditions such as heart disease or diabetes. Increasingly, specialist care will be provided within local communities, for example at health centres or community hospitals, reducing the need to travel;

Joined-up urgent and emergency care 24/7 - GP practices will increasingly work together to provide access to same day care, a local network of urgent care services, will make it easier for people to get the right help in a timely and effective manner;

Effective nursing and residential care for people with additional needs - Teams of professionals will be able to quickly respond to avoid preventable hospital admissions and ensure people are supported to remain at home or as close to home as possible. Care at home will always be the default for care delivery, with people supported to recover and regain maximum function, independence and wellbeing, and only be in hospital when absolutely necessary.



Our ambition, with GP practices at the heart of our approach

Our ambition:

- To provide better access to high quality care;
- To offer care that helps you to stay well;
- To ensure our GP practices and community services remain strong and able to support the people they serve;
- To proactively identify and support people with complex long-term conditions, such as diabetes and dementia, to prevent future ill health and support them to 'age well';
- To ensure we personalise care to the individual, offering people more choice and control;
- To reduce the need to go to hospital by investing in community based proactive care;
- To achieve improved outcomes and a reduction in health inequalities across the Hampshire and the Isle of Wight population.

Central to this transformation will be the strengthening of our GP practices. To ensure our GP practices and community services remain strong and able to support the people they serve, they will work together in networks called primary care networks (PCNs). **The impact of our changes for people living in Hampshire and the Isle of Wight** will be:

- the **GP surgery will continue to be the central point of contact with the NHS** for most people. Every person will continue to have a named GP who is accountable for their care but on particular occasions they may be supported and treated by another member of the extended practice team who can better meet their needs. We call these multi-disciplinary teams and they will ensure that care and support is joined-up and better co-ordinated;
- whilst care may be delivered in different ways, **people will continue to receive the continuity of care that is so valued** by local communities. Their electronic care record will be accessible to all professionals involved in their care and they will not have to keep repeating their story;
- **people will be able to access care and support more quickly** and have a greater choice in how and when this happens. Consultations will be delivered both face-to-face in a GP practice or community-based clinic or remotely through video, online or via the telephone. There will be improved access to appointments in the evenings and at weekends. Some care will be delivered at home;

- people will be **supported to take greater control and responsibility for their own health and wellbeing**, equipped with the tools they need to manage their own conditions and to live as well as possible;
- **people will be treated as equal partners in their own care**, with shared decision-making meaning the person, their carers and care professionals make decisions together. Care will be personalised with greater focus on 'what matters to me?' rather than 'what is the matter with me?', and will be planned in ways which reduce the burden of treatment and fit around people's lives.

The impact for people working in primary care will be:

- they have the **skills, resources and time** required to meet the health and care needs of the population;
- there will be **more staff working in GP practices and PCNs**. New and extended roles will complement the skills of the GP, including:
 - teams with the time and skills to deliver education and support people to manage their health and make healthy lifestyle choices;
 - staff from different teams and specialties working together to provide proactive and co-ordinated care for patients with the most complex needs;
 - social prescribing schemes which offer complementary support to core general practice, helping to address loneliness and connecting patients to community and voluntary services;
- **continuity of care** will remain a core value of general practice. GPs will continue to provide care based around the individual and establish long-term, therapeutic relationships with patients, particularly with those with complex needs or multiple health conditions;
- services will be delivered in modern, technology-enabled and **fit for purpose premises offering a range of digital services**;
- GP practices, operating at scale through PCNs, will **work more efficiently and cope with changing demand**;
- **workloads will be manageable**;
- **staff satisfaction will be higher and staff turnover will be lower**;
- general practice will be the **career destination of choice**;
- **we will attract a new generation of GP partners**.



Urgent and emergency care

Our urgent and emergency care services **perform a critical role** in caring for the population of Hampshire and the Isle of Wight. They are however, under considerable strain following a far greater than average increase in the number of people visiting A&E. The rising demand for emergency and urgent care services is well known, as are the consequences which include emergency department (A&E) bottlenecks and crowding; ambulance handover delays; rising pressure on our GP practices; longer waiting times and the resulting increased costs.

All too often the outcome for patients across Hampshire and the Isle of Wight is a failure of services to respond in a way that rapidly connects them to the right advice or service to meet their needs. Throughout our work to involve the public in service improvement, people tell us that access to timely, urgent and emergency care remains their key priority, yet people are waiting longer than ever to access urgent care. Our urgent and emergency care system must change to ensure we can offer a modern responsive service that is fit for the future.

We have strong ambition for our urgent and emergency service and plan to:

- **improve access to information** to support people to manage their health via telephone, mobile technology and local pharmacy networks;
- **improve same-day access** via a range of services with on the day referral and treatment and covering extended hours of operation including weekends;
- **improve the care of frail, older people** to reduce the need to be admitted to hospital and the associated lengthy hospital stays;
- identify and provide **proactive care for individuals** who are known to have frequent urgent and emergency care needs;
- provide more **timely access and appropriate specialist care** for adults and children with mental health needs particularly in crisis, people at the end of life, families with children under five years, and other areas of specialty such as maternity and dentistry;
- **increase the speed with which people are diagnosed and stabilised** upon accessing emergency care;
- create a **single way to access urgent care advice, assessment or treatment** via telephone and mobile technology, which promptly and efficiently connects people to the most appropriate clinical advice or service to meet their needs;
- **reduce delays for patients** accessing care or waiting for onward care;
- **adopt new roles to provide** the right workforce to deliver the proposed model of urgent and emergency care.





Networked hospital care

Our patients deserve world class hospital care wherever they live and whenever they need it. This can be achieved through services forming networks across the area to focus on delivering the best value and safest outcomes by working together. Networked care is therefore central to delivering our vision and a guiding principle in redesigning our hospital services.

Currently, individual hospital trusts within Hampshire and the Isle of Wight are unable to meet the demand for their services and, depending on where you live, you may have differing access to care, types of care and ultimately differing outcomes. Historically, the way organisations have been set up means that the care we can offer locally has been driven by organisational structure rather than the best clinical models. As a result there is duplication of effort and increased use of time and resource. There is little standardisation and clinicians who work across different areas constantly need to adapt their approach depending on where they are working.

Further benefits of networked care are that sharing clinical leadership creates a pooled resource which is able to focus on developing and delivering the best care, increased safety and efficiency right across Hampshire and the Isle of Wight. We also know that we will be able to attract more doctors and nurses to work in Hampshire and the Isle of Wight if we are known for providing excellent care.

Patients tell us they want local care for long term, ongoing conditions, investigations and outpatient appointments. They are, however, willing to travel for short term treatments where this brings better results. Networked care will ensure we can deliver this for local people.

Our ambition

- Our ambition is to ensure that there are networks of providers that offer **continually improving quality** of, and access to, clinical services within available resources. By working together, we will provide **easy access to care** (including specialist care) which is among the best in the world.
- By building on our existing arrangements, we will deliver **system-wide benefits to our population** by working together to develop clinically-led improvement, innovation and increased capacity.

Benefits for the people of Hampshire and the Isle of Wight

- ✓ Reductions in the number of appointments due to teams being more efficient;
- ✓ Patients will have access to the latest technology irrespective of where they live;
- ✓ Shorter waiting times for diagnosis and treatment;
- ✓ Higher quality of service because staff have continually improving skills and access to cutting edge technology;
- ✓ Increased speed of reports and test results hence reduced time to access treatment;
- ✓ Resources are used more efficiently, staff become more productive and have greater job satisfaction.





Cancer

The key ambitions in the NHS Long Term Plan for cancer are:

- by 2028, the proportion of cancers diagnosed at stages 1 and 2 will rise from current figures of around 50% to 75% of cancer patients; and
- from 2028, 55,000 more people each year will survive their cancer for at least five years after diagnosis.

Cancer survival is most improved by earlier and faster detection in order to achieve what is termed 'stage shift'. This means detecting cancers early in their evolution and before they have had time to spread, so that potentially curative treatment options are more likely to succeed. At present 55% of cancer is diagnosed at stage 1 or 2 across Hampshire and the Isle of Wight, which is amongst the highest in the country, however we have much to do to achieve the 75% set out in the Long Term Plan and the resulting benefits in terms of survival.

The focus of the Wessex Cancer Alliance across Dorset, Hampshire and the Isle of Wight is to address the geographical differences in care, improve patient experience and ensure patients and their families are supported by an appropriate workforce. Work, investment and resource will continue to be focused on areas of greatest need, to improve both cancer survival and patient experience for our whole population.

Full details of the Wessex Cancer Plan can be found at www.england.wessexcanceralliance.co.uk.

Our ambitions

- Improve access to diagnosis and treatment in line with national standards;
- Implement a rapid diagnostic service across Hampshire and the Isle of Wight to shorten waiting time to diagnosis for all patients;
- Support clinical teams to adopt national best practice and ensure a common approach to care;
- Focus on screening, education and innovation to achieve a shift to earlier detection of cancer;
- Implement whole genome sequencing (a process to understand the DNA of a cancer) for newly diagnosed children's cancers and improve clinical trial uptake amongst children and young adults to 50% by 2024;
- Offer personalised care for every patient with follow up care based on the severity of their cancer and the likelihood of recurrence following their cancer treatment;
- Develop meaningful patient quality of life measures to inform future service improvements;
- Strengthen the path from cutting edge innovation to business-as-usual, spreading proven new techniques and technologies resulting in better outcomes for local people.





Outpatient transformation

Our outpatient modernisation programme plans to improve patient experience by becoming more efficient, whilst improving both quality and safety. We will work with patients and clinicians to modernise outpatients and reduce face to face appointments, starting with cardiology (care for the heart), gastroenterology (digestive system), ophthalmology (eyes) and dermatology (skin). Changing the way outpatient services are delivered and improving the way different parts of the local NHS work together, will give patients more control over their care ensuring high quality care for all.

Why this is important

- More patients are waiting for appointments and for treatment to start;
- The NHS Long Term Plan asks us to provide alternatives to a third of face to face outpatient appointments;
- Current outpatient care needs to change to compliment changes in medical training and workforce;
- Patients want faster and more accessible services and fewer unnecessary journeys;
- There are opportunities to capitalise on digital solutions to support outpatients appointments;
- Digital outpatient appointments will free up staff time to focus on reducing our backlog;
- Patients waiting longer for care have the potential to deteriorate and require urgent care whilst waiting.

Our ambition

- To ensure people can self manage or receive care from the right person, at the right time, in the right place;
- First and follow up appointments will be standardised and happen digitally or via telephone where possible;
- Digital first and adoption of best practice becomes business as usual;
- Patients are able to access services that are delivered effectively and in line with national standards;
- To offer flexible care based on local population health needs;
- Improved waiting times and improved diagnostics access;
- People receive the optimal number of appointments and manages access to these themselves;
- Improvements are made in local systems supported through shared learning and common aims.

Impacts for people and staff

- People with communication difficulties will be able to access services in different ways;
- Patient initiated follow ups give patients more control and reduces unnecessary contact with health services;
- Waiting times will be reduced;
- Fewer unnecessary patient journeys;
- Consistent care regardless of where patients live;
- Access to advice and support within local communities;
- Services will be more accessible via digital channels;
- Quality of care will improve and staff skills will be maximised.





Continuous quality improvement

Delivering a wide range of quality and clinical improvements in the care and treatment that we provide to our local population is a key system priority. Many of our planned improvements, including our quality improvement ambitions, have been set out earlier, in particular noting the anticipated benefits of supporting people to stay well, improving access to services, increasing the level of joined-up care on offer and the concept of increasingly networked care.

We have however, highlighted here those areas in which we plan to deliver a significant change in investment, quality and outcomes for our patients, users and citizens. Local people have outlined that they want to see improvements to the services that they use and, as a response, we intend to achieve better outcomes and use quality improvement processes in conjunction with investment in **maternity, children and young people, learning disabilities and mental health services**.

Our approach to improving quality and outcomes is to ensure that consistently high quality services are available wherever people go in Hampshire and the Isle of Wight.

Our ambition

We will:

- improve the quality of care and treatment across the Hampshire and Isle of Wight system;
- reduce preventable death among people with learning disabilities and autism;
- improve against all diabetes targets;
- improve access to psychological therapies;
- end inappropriate out of area mental health hospital placements;
- develop and use data and technology to help us monitor quality of care and quickly identify where we may be at risk of quality failings. This will enable us to focus our improvement efforts on the right priorities;
- improve access to mental health services for children and young people and reduce the current differences in access across the area;
- get better at translating research and evidence-based technology innovation into practical improvements;
- facilitate greater real world evaluation of innovations in the Hampshire and Isle of Wight system.



Maternity, children and young people

Maternity

The Hampshire and Isle of Wight Local Maternity System was established in 2017 to deliver the recommendations of the national **Better Births** Programme. We have four maternity providers, offering 12 birth sites in addition to homebirth. We also have two level 3 neonatal intensive care units, and two local neonatal units. Existing membership of the Maternity System includes all four NHS maternity providers, all maternity commissioners, Public Health, health visitors, and midwifery and obstetric leadership.

We will:

- ensure as many women as possible receive **continuity of care during their pregnancy** – this means a reduction in the number of midwives involved in a woman's care and increasing levels of consistency; initial focus will be on the more vulnerable women in our population;
- focus on keeping women **physically and mentally well** during their pregnancy, improving not only their health but the health of their baby;
- increase the number of women **breastfeeding**;
- improve safety leading to a **reduction in the number of still births**.

Children and young people

Our focus for children will be on:

- **early support to stay well**– we will work across Hampshire and the Isle of Wight to ensure local children have the best start in life including appropriate and timely immunisations and vaccinations;
- **emotional wellbeing and mental health** – we will ensure children and young people are able to access support for their emotional wellbeing and mental health, creating the right environment to support children to be resilient, safe and well cared for. We will do this by increasing staff capacity through helping children to stay well in the first place whilst helping care providers to increase support for children and young people by:
 - rolling out mental health support teams within schools;
 - increasing counselling services;

- further investment in crisis support, such as safe havens;
- improving psychiatric liaison support;
- ensuring children receive the support they need for eating disorders;
- improving access to support via NHS111 services.
- we will continue to roll out our Connecting Care Children's Hubs approach which involves teams of professionals from GP practices, NHS111, children's specialties and community services coming together to ensure **children's physical health** is well managed, whilst supporting children with long term health issues to manage their health and reduce the need for urgent care;
- the **use of technology** to transformed and evolve our services. Healthier Together is an online information platform that provides consistent advice and education for parents and professionals, this, alongside the digital Red Book scheme, will continue to be developed and enhanced to ensure parents have health information at their fingertips. Other digital solutions will be tried and tested, such as Think Ninja App, offering mental health support, and other tools which provide assessment and/or support;
- Working in partnership with children's services within our local authorities to bring about further improvements for children, young people and their families.

Impact for the people of Hampshire and the Isle of Wight

- ✓ Reduced infection rates across for certain preventable diseases;
- ✓ Greater and fairer access rates to mental health services for children and young people;
- ✓ Improved quality of life, increased access to support and reduced impact on GP and hospital services for patients with eating disorders;
- ✓ Better quality of provision within A&E for patients attending in mental health crisis, with associated benefits on the capacity of staff in A&E;
- ✓ Quicker access to services for children with emotional wellbeing and mental health needs;
- ✓ Improved support for parents and professionals through consistent education and information so that children and young people have their needs met.

Learning disabilities and autism

People have told us:

- they value and need support when experiencing mental health issues. When facing difficulties, they want to access support quickly but feel they have to wait for a long time for appointments and referrals. An example of where this we are improving is on the Isle of Wight, where Barnardo's are providing support to children on the waiting list for an autism diagnosis. (Wessex Voices, 2019);
- They have significant concerns around the ability to receive help when they need it, sometimes struggling to speak to clinicians with the right skills, and having to “jump through hoops” to get support. They also described not feeling listened to and their opinions not taken into consideration, with limited help to resolve other issues such as social and physical health needs. (Mental health and learning disabilities strategic statement, Southern Health, 2018);
- they feel there are significant opportunities to do more to help people to lead meaningful lives, and reduce their dependency on services and joining up approaches between health and social care agencies. (Mental health and learning disabilities strategic statement, Southern Health, 2018).

Our priorities

In order to respond to this feedback and meet the needs of children, young people and adults with learning disabilities or autism in Hampshire and the Isle of Wight we will focus on:

- being proactive and helping people to stay well and avoid people being admitted to hospital, this includes supporting good physical health as well as mental health and having ‘learning disability friendly GP practices’;
- reducing the number of people admitted to specialist learning disability and autism units;
- reducing the length of stay in hospital for those individuals requiring assessment, diagnosis and treatment;
- developing a joint regional approach to housing development and a portfolio of housing options for individuals.

- ensuring care, education and treatment reviews for children and adults in both the community and inpatient units are undertaken in accordance with national guidance with common themes identified to inform future service development;
- ensuring we monitor and proactively support people designated as ‘at risk’ of deteriorating health;
- supporting people to live well and independently in the community by:
 - increasing the uptake and quality of annual health checks (AHC), ensuring that at least 75% of people on the learning disability register have an AHC and a health action plan;
 - training and development for support staff;
 - increasing the offer and uptake of personal budgets;
 - increasing the number of personal assistants available in the area;
 - working with support teams on the use of positive behavioural support;
 - establishing community forensic rehabilitation services (for people who have mental disorders which make them a potential risk to others) across Hampshire and the Isle of Wight.

Focusing on children and young people

Across Hampshire and the Isle of Wight, we recognise that demand for autism services, and autism diagnosis, has grown significantly. We acknowledge that there is a waiting list as a result of this demand and therefore we are establishing a number of ways to address this. We intend to commit long term investment to ensure:

- children and young people with autism and learning disabilities have access to timely support by 2021;
- an autism / neurodevelopmental service re-design is completed by 2021.

Mental Health

In Hampshire and the Isle of Wight, there are over 32,000 children and young people with a diagnosable mental health condition, over 156,000 people on our GPs' depression registers and almost 17,000 people diagnosed with a serious mental health condition. Offering improved quality of and access to mental health services is a vital part of our approach to providing a more person-centered approach to wellbeing. The **Mental Health Delivery Plan** details how we intend to provide:

- **mental health support teams in schools**, in targeted areas, to improve access to mental wellbeing support for children and young people;
- joined-up GP practice and community teams to enable people to **seek and receive support earlier and as close to home as possible**;
- an expansion of our **all age 24/7 NHS 111** mental health triage services to enable people to access mental health support at the time when they need it;
- a continued expansion of **Improving Access to Psychological Therapies (IAPT)** to support people with long term physical conditions to manage their mental wellbeing;
- **alternatives to crisis services** for people to access in times of mental health distress;
- **24/7 access to crisis response** and home treatment teams working to national best practice;
- effective 24/7 **crisis care for children and young people**, working to offer options to help people avoid admission to inpatient units, support discharge and receive intensive support at home;
- **suicide prevention and bereavement support** services;
- **24/7 psychiatric liaison** services in our hospitals to support people with mental health needs in emergency departments and inpatient wards;
- the **eradication of the need for people to be treated out of area for severe mental illness** and deliver an improved therapeutic approach in inpatient units;
- a more joined-up approach across **NHS and voluntary sector services** to deliver services that are supported by the wide ranges of skills from these sectors;
- an **extended time period** during which people can be supported by our **perinatal service** and new outreach clinics to meet local need;

- increased access to **physical health checks for people with a severe mental illness** with the aim of supporting a reduction in the 15-20 years mortality gap;
- a **0-25 mental health service** to provide age-appropriate support.

Impact

- Increased access to mental health crisis services across all ages, with people able to access acute adult inpatient care within the Hampshire and Isle of Wight area;
- Ability for people to access mental health support in local communities through joined up teams of health professionals;
- Staff develop wider skills through time spent with peer support workers and the voluntary and housing sectors;

Investment and delivery

In Hampshire and the Isle of Wight we will meet the mental health investment target whilst increasing the investment for children and young people's services at a higher rate than that of the overall mental health investment.

We will meet the ambitions set out in the national Long Term Plan and continue to develop a detailed plan including timescales for delivery. This plan will be in line with forecast workforce availability and training places. Detailed planning will also enable us to be clear on future investment and workforce requirements, some of which will be informed by the outcomes of local and national pilots in 2020/21.



High quality supported workforce

We know that in order to deliver the ambitions and commitments set out in our plan we must **work together in Hampshire and the Isle of Wight to develop an outstanding reputation as a destination to live, learn and work.**

Our staff and students are **the bedrock of our health and care system** and as such we need to place more emphasis on valuing and supporting our people, along with the independent sector, volunteers and carers. Currently, we have ageing GPs, turnover above national average and increasing workforce pressures on our social care services. We are spending more on our workforce each year, with increasing costs for temporary staff and from offering incentives for staff to join or stay. Growth in our workforce has not been where it is most needed, for example in frontline clinical roles or in roles within the community and GP practices. Historically, we have planned our workforce at an organisational level and have had a disproportionate focus on services rather than communities and on treating/caring rather than supporting people to stay well. We therefore recognise the importance of changing the way we plan our workforce to look at how we best deploy our staff across Hampshire and the Isle of Wight.

In Hampshire and the Isle of Wight we have **77,000 staff and students in health and social care** and have identified a wide range of areas in which we are struggling to recruit and staff groups where we need to grow numbers and develop roles. Our plan sets out our clear collective understanding that we need to take a different approach to developing our workforce.

We have created **three workforce objectives** with our staff and their representatives:

1. To improve our **workforce capacity and planning** across Hampshire and the Isle of Wight so that we can attract the staff we need, with a core focus on increasing our nursing capacity by 5% by 2024;
2. To **redefine the sense of team** for all within the Hampshire and Isle of Wight system so that our staff feel more engaged and empowered, supporting higher levels of retention;
3. To offer **flexible, creative career options** across Hampshire and the Isle of Wight so that staff want to join and stay with us, reducing our turnover rates from 14% to 12% by 2024.



Our workforce plan

Our ambition	<p>We will:</p> <ul style="list-style-type: none">• make Hampshire and Isle of Wight the best place to work;• improve our leadership culture;• tackle our workforce capacity challenges (especially nursing);• deliver 21st century care;• develop a single Hampshire and Isle of Wight workforce strategy.
Where we are today	<ul style="list-style-type: none">• We are not attracting sufficient numbers of new staff. In Hampshire and the Isle of Wight, we forecast a decrease in our supply pipelines of 10.4% to 2024;• Too many of our staff are leaving: our turnover rate has fallen to 14.2% but it remains much higher than the England average of 9.1%;• Our nursing vacancy rates, although they have also fallen from 15.2% to 12.2%, remain a significant challenge for all trusts and social care providers;• We have devised an approach to enable workforce planning to help develop our primary care networks;• We are introducing a system-wide staff bank (our internal staffing agency) from 2020 which forecasts an initial increase of 5% in bank staff, with an additional year on year increase, resulting in a decrease in the need to use external temporary agency staff.
Our plan	<ul style="list-style-type: none">• Focusing on how we can work across Hampshire and the Isle of Wight to improve the supply of nurses and other hard-to-recruit/retain roles, providing a flexible and sustainable workforce that delivers the high quality, care that our population expects;• Developing a workforce to deliver 21st century care, transforming roles to provide with a greater mix of skills, adding new roles and creating different ways of working so that staff can embrace new technology and dedicate more time to caring for people;• Developing more effective workforce planning to better monitor and match population needs with our employed and volunteer staff resources across the area;• Improving our leadership culture through positive, compassionate, and improvement-focused leadership that creates empowered, engaged teams that can speak up and flourish;• Radically rethinking how we recruit, develop, deploy and reward people across our health and social care system;• Improving the distribution of scarce resources, considering where we need to change working terms and conditions, and optimise the capabilities and capacities of our workforce so that we create exciting and flexible career pathways;• Making best use of talent across our health and social care system by leading joint initiatives that enable our workforce to better reflect the diversity, values and behaviours of our local communities, at all levels across our organisations.

Digital and data enabled services

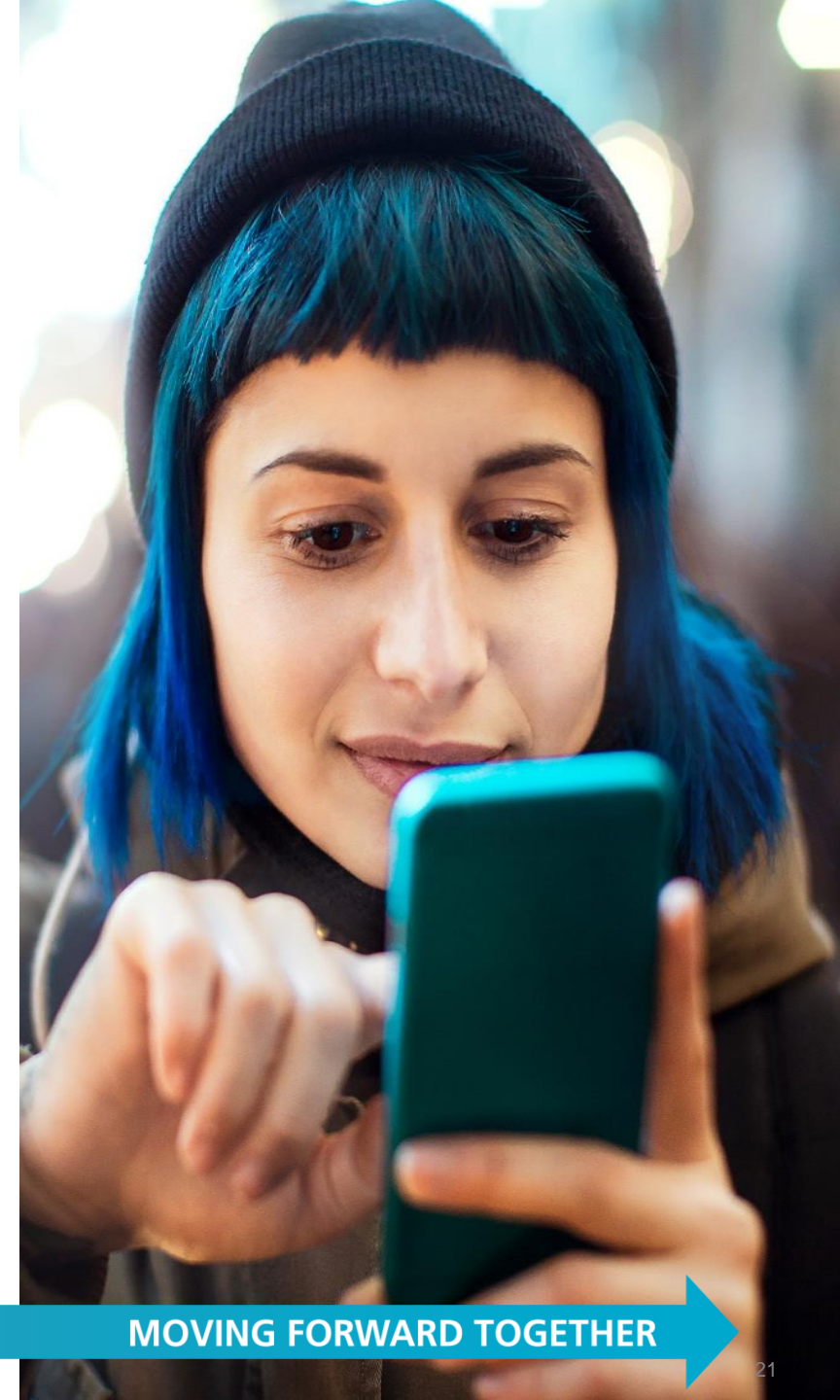
A major part of improving how health and care services work for patients now, and in the future, includes better sharing and use of data, whilst improving how the local NHS uses digital technology.

We are currently working on sharing patients' care records between doctors and other care providers, installing WiFi at GP surgeries and NHS buildings, and helping local NHS IT systems 'talk' to one another better. We're also testing and using ways of providing access to advice and treatment, which patients will be able to do from their smart phones or tablets. This will include helping people decide which services they need, where they can get help, and seeing health professionals quickly. This means, locally, people will be able to use new services such as NHS [111 Online](#) and [eConsult](#). Technology won't reduce the vital human element of care services but digital solutions can be a valuable alternative for much of the population, helping you to see the right person at the right time.

As described, in ten years time, we expect the way we care for you to look markedly different. The use of technology and data will be key in supporting this transformation, as has been the case in industries worldwide.

Our ambition

- Our ambition is to empower people, carers, health and care staff, through digital transformation, to improve the health and wellbeing of people living in Hampshire and the Isle of Wight.
- This means providing people with the right information, at the right time, to make the right health and care choices whilst equipping health and care professionals with the right tools and insights to inform strategic planning of sustainable high quality services.
- We will use data to drive substantial improvements in health and care by providing our system leaders, managers and clinicians with data to fully understand our population's needs, use of services with related outcomes, how this is likely to change and how resources should be allocated today and in the future.



Our digital plans

Why this is important

- Technology can help people take control of their health and wellbeing;
- In a recent survey people told us it is important that they can access services via their phone or computer, with the majority of respondents keen to manage their own care record (Healthwatch, 2019);
- Better access to shared digital records helps us improve the delivery and quality of health and care services;
- Technology can help improve productivity and focus resources more appropriately, easing pressure on our staff;
- Rich and comprehensive data can help us plan and target services better and improve performance;
- Access to real-time data and intelligence can enable instant quality improvements;
- Digital options will give patients greater control and flexibility to book appointments, seek medical advice and interact with health and care professionals, travel less, feel more in control of their health and manage their own care.

Where we are today

- It is getting easier and more convenient for our staff to access comprehensive health and care records. Through the deployment of over 6000 mobile devices and universal Wi-Fi we are seeing about 7000 users of our shared care record system every month along with system-wide image sharing (for example x-rays);
- We are moving away from paper based records and the use of fax machines;
- We are offering more ways to access advice and information through systems which support staff in signposting patients, as well as those aimed at the public such as Healthier Together (Children's services signposting and self-help web portal) and Connect to Support Hampshire (signposting web portal);
- We are offering patients online initial assessment; directly bookable appointments as well as call-back services through, for example, GP online consultations (E-Consult) and NHS 111 online;
- We are enabling patients to have access to their health record and test results and supporting them to make decisions about their care and treatment through solutions such as My Medical Record, MyCOPD, an app to help people with chronic obstructive pulmonary disease, and the Ayogo diabetes behaviour change support app.

Our plans

- We will offer a 'digital first' option to free up clinical time and allow for longer and richer face-to-face consultations where patients or service users want or need it. We are doing this through our implementation of the NHS app, online GP consultations, NHS 111 online and our Hampshire and Isle of Wight My Medical Record pioneered by University Hospital Southampton;
- Robust data will support our GP practices and outpatient services to understand, segment and hence better meet the needs of their population as part of their routine work;
- Doctors, nurses and other care professionals will be supported by digital tools, giving real-time access to detailed patient records in whichever place the patient is seen;
- Technology will help people to stay well, recognise important symptoms early, and manage their own health, utilising apps that support them, such MyCOPD;
- Building on the success of Hampshire County Council's digital services will mean people can be increasingly cared for in their own home, with the infrastructure available to enable their health to be effortlessly monitored by wearable devices, and care escalated as needed in response to any changes.



Investing in the future

In 2019/20 we received £3.8 billion to provide health services for the population of Hampshire and the Isle of Wight. As detailed at the beginning of this document, by the end of 2024, we will be spending an additional £0.5 billion per year. However, unless we change our approach, this will not be enough money to pay for the forecast increased demand for health and care services.

We therefore plan to make a shift of investment to strengthen prevention, primary and community care, making care personal to the individual and supporting improved physical and mental health and wellbeing. We will also invest in our hospital sector to enable us to deliver outcomes which are amongst the best in the world;

Financial modelling across the life of this plan is in continual development as we continue to apply scrutiny across all areas of expenditure and clinical pathways with a view to improving the 2020/21 financial position through the upcoming operational planning round. Work streams will be utilising the various national efficiency resources available with the wider involvement of local clinicians, communities and partners to further refine the assumptions utilised against the available evidence to deliver the improvements required within the system. Key areas of investment are as follows:

Integrated primary and community services (and urgent and emergency care)

- Southampton community hospital bed optimisation: £19million;
- Cosham Health Centre: £2.6million;
- Portsmouth Emergency Department transformation: £58million;
- We also have a number of smaller GP practice and community building improvements happening in Portsmouth, Emsworth, Bitterne and Hythe.

Networked care

- Isle of Wight clinical service transformation: £48million;
- Capital support for the replacement of diagnostic equipment in University Hospital Southampton, Portsmouth Hospital and St Mary's Hospital.

Digital and data enabled services

- Wessex Care Record transformation: £7 million;
- Health Service Led Investment: £12.9 million.

Continuous quality improvement

- Royal Hampshire County Hospital developments: £10.5million;
- Basingstoke and North Hampshire Hospital developments: £2.4million;
- In September 2019 Hampshire Hospitals NHS Foundation Trust was prioritised as a Health Infrastructure Fund wave 2 recipient to support the transformation of health services for the population of north and mid Hampshire.



Hampshire and Isle of Wight Integrated Care System – a new way of working

To achieve the ambitions set out in our plan, we are changing the way organisations work together in Hampshire and the Isle of Wight, becoming more efficient, removing duplication and reducing waste. Establishing the Hampshire and Isle of Wight Integrated Care System (ICS) is intended to create shared leadership to deliver our vision and plan, and to enable organisations to work more effectively together to redesign care, improve health and tackle the challenges we face.

The core components of the Hampshire and Isle of Wight ICS will be:

- **42 primary care networks (PCN)**

As described, our primary care networks are the foundation of the Hampshire and the Isle of Wight Integrated Care System, with GP practices working together in networks with community health and care services to meet the needs of the local population. Delivering joined-up mental and physical health and care, primary care networks will proactively manage the health needs of the population they serve. The average population served by one of our PCNs is 45,000 people.

- **A single commissioning function for Hampshire and the Isle of Wight**

Clinical commissioning groups (CCGs) are working together to establish a single commissioning function for the Hampshire and Isle of Wight ICS.

- **Integrated planning and delivery in each health and wellbeing area**

Our four upper tier local authority areas will continue to be the focus for place-based planning (undertaking population needs assessment to ensure services match the needs of the population) and for aligning health, care and other sector resources to deliver improved outcomes for local people. Partners work together to further improve wellbeing, independence and social connectivity through the wider determinants of health including housing, employment, leisure and environment.

- **Four integrated care partnerships**

Integrated Care Partnerships bring together NHS trusts, clinical commissioning groups and local authorities to co-ordinate and improve the health and care in partnerships based around the populations served by our main hospitals. Working together, partners are able to join up care delivery between PCNs, community, mental health, acute and social care services to better meet the needs of their population, and to support improved performance, efficiency, quality and financial delivery.



The responsibility to enact the **vast majority** of this plan will rest with either individual organisations or groupings of organisations working together in local systems. In addition to our four care systems, our integrated care partnerships across Hampshire and the Isle of Wight are focused on taking forward the implementation of much of the transformational changes set out in the Plan. What is paramount is that we are able to account to both local people and to the NHS that we have collectively delivered on all elements of the NHS Long Term Plan across the whole of Hampshire and the Isle of Wight.



Fareham and Gosport
Clinical Commissioning Group



North Hampshire
Clinical Commissioning Group



Solent
NHS Trust



Hampshire and Isle of Wight
Partnership of Clinical Commissioning Groups



Portsmouth
Clinical Commissioning Group



Southampton City
Clinical Commissioning Group



Hampshire Hospitals
NHS Foundation Trust



Portsmouth Hospitals
NHS Trust



Southern Health
NHS Foundation Trust



Isle of Wight
Clinical Commissioning Group



**South Central
Ambulance Service**
NHS Foundation Trust



University Hospital Southampton
NHS Foundation Trust



Isle of Wight
NHS Trust



South Eastern Hampshire
Clinical Commissioning Group



West Hampshire
Clinical Commissioning Group



Hampshire
County Council



Portsmouth
CITY COUNCIL



Hampshire and Isle of Wight
Sustainability and Transformation Partnership

November 2019