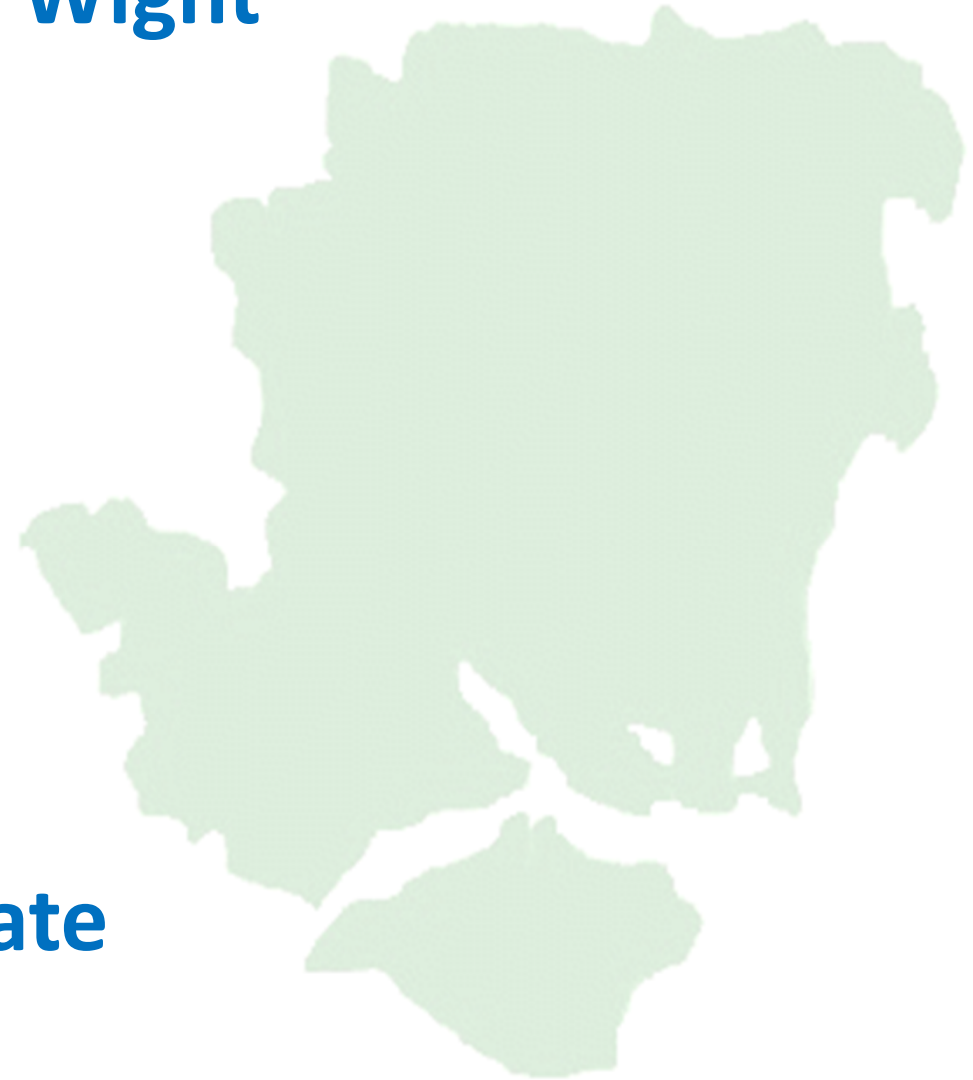


# **Hampshire and Isle of Wight Sustainability and Transformation Partnership**



**Core programme update  
June 2017**



# Our delivery programmes

This document provides an update on the delivery programmes of the Hampshire and Isle of Wight Sustainability and Transformation Partnership. Following the publication of NHS England's Five Year Forward View Next Steps the core programmes have been amended to reflect both national and local priorities. There are now seven core programmes focused on transforming the way both physical and mental health and care are delivered. These programmes are supported by a further four enabling programmes to create the infrastructure, environment and capabilities to deliver successfully.

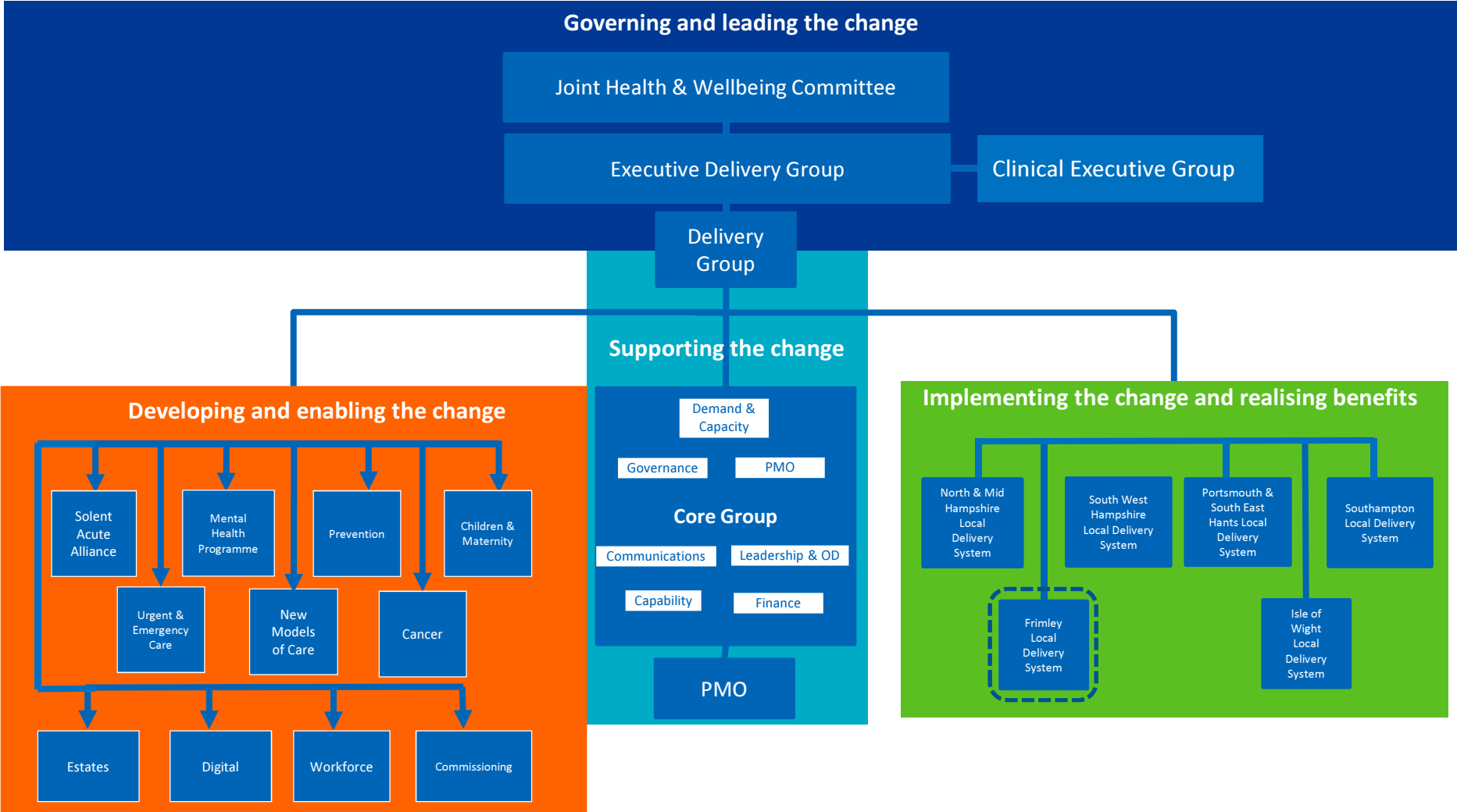
Core Programme	Summary
1. Prevention at scale	To improve healthy life expectancy and reduce dependency on health and care services through a radical upgrade in prevention, early intervention and self care: a sustained focus on delivering prevention at scale in HIOW.
2. New Care Models	To improve the health, wellbeing and independence of HIOW population through the accelerated introduction of New Models of Care and ensure the sustainability of General Practice within a model of wider integrated health and care. This will be delivered through the Vanguard programmes and local health system New Care Models delivery arrangements.
3. Urgent and Emergency Care	To create a sustainable, high quality and affordable configuration of urgent and emergency services for the population of HIOW and the out-of-hospital services to support that configuration, ensuring that no patient stays longer in an acute or community bed based care than their clinical condition and care programme demands. Focus will include reducing the rate of delayed transfers of care by improving discharge planning and patient flow, and by investing in capacity to care for patients in more appropriate and cost effective settings.
4. Solent Acute Alliance	To deliver the highest quality, safe and sustainable acute services to southern Hampshire and the Isle of Wight. To improve outcomes, reduce clinical variation and cost through collaboration between UHS, Portsmouth Hospitals, Isle of Wight Trust and Lymington Hospital. Provide equity of access, highest quality, safe services for the population.
5. Cancer	In line with national priorities, this new programme aims to improve the prevention and early detection of cancer , ensuring that patient treatment and their experience of that treatment is as good as it can be. We will also work to ensure that people are supported to live with and beyond their cancer diagnosis.
6. Mental Health Programme	To improve quality, capacity and access to MH services in HIOW. Achieved by the four HIOW Trusts providing mental health services (Southern Health, Solent NHST, Sussex Partnership FT and Isle of Wight NHST), commissioners, local authorities, third sector and people who use services, working together in an Alliance to deliver a shared model of care with standardised pathways
7. Children and maternity	A new programme for the STP to ensure the children and young people of Hampshire and the Isle of Wight have the best start in life, having the access they need to high quality physical and mental health care.

# Our enabling programmes

## Enabling Programme Summary

8. Digital To give patients control of their information and how it is used, allowing patients to manage their long term conditions safely and enable patients to access care at a time, place and way that suits them. To build a fully integrated digital health and social care record, and the infrastructure to allow staff to access it from any location.
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9. Estates To provide the estate infrastructure needed to deliver the new models of care and to deliver savings by rationalising the public sector estate in Hampshire and the Isle of Wight. 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 STP and local level. We will ensure that estate that can be used flexibly and enable new ways of working, whilst reducing the demand for estate, generating efficiencies and savings through reduced running costs and the release of land for other purposes. We will also ensure that the condition and maintenance of our estate is improved, meaning that citizens can access services in fit for purpose facilities across the area.
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10. Commissioning The programme aims to adapt our methods, tools, resources and architecture for commissioning health and care, to reduce unnecessary duplication of commissioning work and facilitate the delivery of the STP. It will deliver plans to generate cost reductions in expenditure on continuing health care and prescribing through working at scale.
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11. Workforce To ensure we have the right people, skills and capabilities to support the transformed health and care system by working as one HIOW to manage staffing, development, recruitment and retention. The programme aims to develop health and care roles that attract local people, to strengthen community based workforce, reduce the use of temporary and agency workers and increase the time our staff spend making the best use of their skills/experience.

# STP governance structure



# Our core delivery programme activity

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Core Programme	Progress to date	Objectives for the next six months
1. Prevention at scale	<ul style="list-style-type: none"><li>• Diabetes Prevention Programme now active with additional national funding obtained – 119 people referred in first month in West and North Hants, Fareham and Gosport areas.</li><li>• ‘Stop before the op’ now actively promoted in all acute trusts.</li><li>• 200 health trainers trained to deliver healthy conversations training under the ‘Make Every Contact Count’ (MECC) scheme.</li><li>• To date, 3675 members of staff have undertaken online MECC training.</li></ul>	<ul style="list-style-type: none"><li>• Diabetes prevention courses to start mid July.</li><li>• Diabetes Prevention Programme to roll out in Southampton and Portsmouth.</li><li>• Work with digital work stream to understand options for using technology in support of healthy lifestyles.</li><li>• Work to increase take up of ‘Stop before the op’.</li></ul>
2. New Care Models	<ul style="list-style-type: none"><li>• Progress continues with vanguard schemes, Better Local Care, operating throughout the majority of Hampshire and Happy Healthy at Home in North East Hampshire and Farnham.</li><li>• Each local area has completed a new care models self assessment to enable a Hampshire and Isle of Wight plan to be developed.</li></ul>	<ul style="list-style-type: none"><li>• Analysis of self-assessments to identify key priorities and areas of best practice.</li><li>• Develop a Hampshire and Isle of Wight out of hospital operating model. This model will ensure a consistent approach across the area whilst allowing local flexibility.</li><li>• Establish a detailed understanding of resource requirements.</li></ul>
3. Urgent and Emergency Care	<ul style="list-style-type: none"><li>• Investing circa £3m capital to support GP streaming in three emergency departments: £855k in Portsmouth, £1m in Southampton, £969k at Hampshire Hospitals</li><li>• Agreement of a delivery plan including eight key priority areas</li><li>• Reductions seen in the number of delayed discharges from hospital but still more work to be done</li><li>• North Hampshire CCG, West Hampshire CCG and Hampshire Hospitals NHS Foundation Trust working together on a programme to help decide the shape of health care - hospital-based, community-based and that provided by local GPs - for north and mid Hampshire for the years to come. The ‘Transforming care services in North and Mid Hampshire’ programme has reviewed a variety of options for the configuration of services in the area and developed an engagement plan to discuss these options with the public.</li></ul>	<ul style="list-style-type: none"><li>• Transforming care services in north and mid-Hampshire will finish pre-engagement including 1100 face to face interviews at the end of July. All public feedback will be analysed to help inform a preferred option. Once this analysis is completed a full public consultation will take place in early 2018.</li><li>• Development of an enhanced NHS 111 service model including assessment by a clinician and direct booking for out of hours appointments.</li><li>• Focus will remain on reducing delayed discharges from hospital, with significant reductions expected by the end of 2017.</li><li>• Work continues on involving the public in the design of GP extended hours access.</li></ul>

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| 4. Solent Acute Alliance   | <ul style="list-style-type: none"> <li>• Contributed to the Acute Services Review, identifying options to provide safe and sustainable services on the Isle of Wight</li> <li>• Moved Hampshire and Isle of Wight vascular services to University Hospital Southampton from April 2017</li> <li>• Back office services reviewed</li> </ul>                                                                                                                                                      | <ul style="list-style-type: none"> <li>• Designing a Wessex Renal service using a 'Hub and Spoke' model</li> <li>• Designing spinal surgical services across Alliance partners, supported by commissioners</li> <li>• Priorities for back office collaboration and efficiencies to be identified</li> <li>• Prioritising further opportunities to achieve benefits in quality, cost and sustainability</li> </ul> |
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| 5. Cancer                  | <ul style="list-style-type: none"> <li>• Invested £148k additional funding into non-recurrent MRI scan capacity to improve cancer 62 day wait performance.</li> <li>• Undertaken promotional work to raise awareness of skin cancer in men who work outdoors.</li> </ul>                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>• Continued focus on improving achievement of the 62 waiting time standard.</li> <li>• Improving rehabilitation and recovery services with the help of additional funding.</li> <li>• Support the development of a live clinical trials database for the area.</li> </ul>                                                                                                  |
|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 6. Mental Health Programme | <ul style="list-style-type: none"> <li>• Secured £456k non-recurrent revenue for University Hospital Southampton to provide 24hr psychiatric liaison services</li> <li>• Provided immediate resilience and improvement support for Isle of Wight mental health services</li> <li>• Commenced process of establishing a specialised mental health and learning disability service for Hampshire and Southampton</li> <li>• Engaged service users on the design of crisis care pathway</li> </ul> | <ul style="list-style-type: none"> <li>• Working with 'Building Health Partnerships' to develop plans to work with community and voluntary sector to embed coproduction into Hampshire and Isle of Wight mental health crisis service design.</li> <li>• Undertake a review of acute, community and psychiatric intensive care services across the area.</li> </ul>                                               |
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| 7. Children and maternity  | <ul style="list-style-type: none"> <li>• Scope of programme agreed including identification of key priorities : improving care for children with ADHD/ Autism, paediatric urgent and emergency care, Tier3/4 CAMHS, paediatric acute bed review</li> <li>• Staff now in place to lead each work stream</li> </ul>                                                                                                                                                                               | <ul style="list-style-type: none"> <li>• Stakeholder engagement to help shape plans for Autism and ADHD work stream</li> <li>• Detailed analysis of current urgent and emergency activity</li> <li>• Develop specific targets and performance indicators for each work stream</li> </ul>                                                                                                                          |

# Our enabling programme activity

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Enabling Programme	Progress to date	Objectives for the next six months
8. Digital	<ul style="list-style-type: none"><li>Developed a blueprint for the future of technology in Hampshire and Isle of Wight.</li><li>Estates and Technology Transformation funding obtained to expand Hampshire Health Record and to install Wifi in all health buildings with implementation underway.</li><li>E-consult, the online GP triage service, has been piloted throughout the area resulting in a reduction in demand for GP appointments in pilot sites.</li></ul>	<ul style="list-style-type: none"><li>Launch enhanced version of Hampshire Health Record.</li><li>Investigate options for additional funding to support the implementation of technology blueprint</li><li>Work with urgent and emergency care team to investigate technology opportunities</li><li>Develop a plan for the future of E-consult</li></ul>
9. Estates	<ul style="list-style-type: none"><li>Review of all Hampshire and Isle of Wight estate completed.</li><li>Database established with estate categorised by condition and planning intentions.</li></ul>	<ul style="list-style-type: none"><li>Work with digital and workforce programmes to capitalise on flexible working opportunities.</li><li>Work with new models of care programme to assess options for integrated out of hospital hubs.</li><li>Support urgent and emergency care programme to investigate options for urgent treatment centres.</li></ul>
10. Commissioning	<ul style="list-style-type: none"><li>Three priority areas agreed for commissioning transformation: mental health, continuing healthcare and prescribing.</li><li>Plans developed to reduce variation in prescribing practices.</li></ul>	<ul style="list-style-type: none"><li>Develop plans for the transformation of mental health commissioning.</li><li>Identify opportunities for further commissioning efficiency.</li><li>Implementation of prescribing plans.</li></ul>
11. Workforce	<ul style="list-style-type: none"><li>Hampshire and Isle of Wight workforce assessment completed</li><li>Retention identified as a major issue in Hampshire and Isle of Wight.</li><li>Workforce summit taken place to develop proposals to address current workforce challenges</li><li>Targets established for a reduction in temporary staffing costs</li></ul>	<ul style="list-style-type: none"><li>Agree priority areas and develop overarching implementation plan.</li><li>Produce organisational development plans to support retention of staff.</li></ul>