

Redditch Health Overview and Scrutiny Committee

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Herefordshire and Worcestershire's STP update

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Introduction

The Sustainability and Transformation Plan (STP) Delivery Board reports from Herefordshire and Worcestershire's STP which highlights the work undertaken by each STP Workstream. The information contained in this report includes the work progress from the STP Workstreams in the last quarter.

This report provides the opportunity for stakeholders to understand the work of the STP Workstreams and to facilitate greater engagement with workstreams going forward.

The vision for Herefordshire and Worcestershire's STP is that '**Local people will live well in a supportive community with joined up care underpinned by specialist expertise and delivered in the best place by the most appropriate people.**' The STP has four priorities for health and care of its populations and within these priorities it has a number of workstreams.

Priority 1: Maximise Efficiency and Effectiveness

To maximise efficiency and effectiveness across clinical, service and support functions to improve experience and reduce cost, through minimising unnecessary avoidable contacts, reducing variation and improving outcomes.

Workstream updates:

Back Office, Infrastructure and Estates:

A Memorandum of Understanding has been created so that all Herefordshire and Worcestershire STP Partners can explore and develop opportunities to improve service outcomes and deliver savings across the back office and support functions.

Following the completion of a successful total transport pilot scheme, a review is underway on how this can be developed in future. An investigation is being held to the provision of a of a central (single) telephone number accessible by all Worcestershire residents, offering information about the range of journey options available to healthcare; surgeries, hospitals and hospital transport cost reimbursement schemes.

Diagnostic and Clinical Support:

An agreement has been reached to work on a proposal on how best to deliver radiology services across the STP footprint.



Medicines Optimisation

There are no new updates this quarter, for the previous quarter an initial meeting was held to discuss the introduction of pharmacists and pharmacy technicians to support medicines optimisation in care homes.

Digital and Innovation

Conversations with all workstream representatives within the STP have been completed to gather information on workstream digital requirements; this will help develop the Digital Workstream Delivery Plan.

Priority 2: Our Approach to Prevention, Self Care and Promoting Independence

To reshape the approach to prevention to create an environment where people stay healthy for longer, supports resilient communities, where self-care is the norm, digitally enabled where possible, and staff include prevention in all that they do.

Workstream updates:

Prevention, Self Care and Promoting Independence

Social Prescribing Schemes are now developing in both counties. Worcestershire is covering the majority of practices in the County through six pilot programmes. To date over 200 referrals have been made across the six sites. Herefordshire social prescribers have completed their induction and are working to develop the local offer working closely with Primary Care Home, Healthy Living Trainers and Community Brokers.

Lifestyle Behaviour Change Programmes – The Healthy Lifestyle Trainer Service remains in place in Herefordshire and is delivering support, focused on priority neighborhoods. In Worcestershire the Living Well Service continues to deliver support.

Making Every Contact Count (MECC) – MECC is an initiative that encourages and helps people to make healthier choices to achieve positive long-term behaviour change. To achieve this, organisations need to build a culture that supports and encourages continuous health improvement through the contacts made with individuals it comes across.



In Worcestershire, MECC has been promoted as part of the Health Living Network development, which has signed up 70 members in the first quarter. Both the online e-learning and face and face training packages have been developed and are being delivered, but delays have been caused due to viability of e-learning platforms for delivery across the County. This delivery also includes the roll out of train the trainer focusing on priority groups and deliver of the MECC offer with partner organisations and services.

Digital Inclusion and Information (Herefordshire) - Wellbeing Information and Signposting for Herefordshire (WISH) has been significantly improved and the Fastershire programme (Fastershire is a partnership between Gloucestershire County Council and Herefordshire Council to bring faster broadband to the two counties) is continuing to offer training in a range of settings and has been awarded a national award for increasing the access of high-speed broadband.

Digital Inclusion and Information (Worcestershire) - Worcestershire County Council in partnership with 29 other organisations formed Go On Worcestershire in November 2014 to ensure as many people as possible have the opportunity and support to confidently go online. In Worcestershire, the Chair and Vice Chair of the Go On Worcestershire met the Department of Public Health and Public Health Consultant for Worcestershire, a three year plan is being developed.

Priority 3: Developing out of hospital care:

Develop an improved out of hospital care model by investing in sustainable primary care which integrates with community based physical and mental health teams, working alongside social care to reduce reliance on hospital and social care beds through emphasising “own bed instead”.

Workstream updates:

Developing Sustainable Primary Care

For Worcestershire’s Internal Resilience Peer Support Team – Lessons learnt from the first 12 months are being collated in conjunction with the Local Medical Council (LMC), 7 practices have received support to date.

For Herefordshire - A number of training opportunities have been identified to develop practice managers across the STP.

Integrated Primary and Community Services – Worcestershire

ICOPE (Integrated Care for Older People previously titled Frailty) - Initial work has focussed on the following key areas: establish integrated governance, system wide population planning, establish frailty prevalence, map local care services, develop and embed a proactive approach to assessment and intervention, develop and embed a proactive approach to acute deterioration, recovery and future



planning and identify key enablers.

Neighbourhood Teams (NTs) are integrated multidisciplinary teams of physical and mental care professionals for adults including over 65s, requiring community services. They work closely with GPs, primary care, social care and the third and independent sector to provide joined-up responsive, expert care and treatment.

All 14 Neighbourhood Teams (NT) are live with the triumvirate leadership model in place. Triumvirate primary care leadership and change agent programme is designed to enable a team of three multi-professional practitioners from a primary care practice to become a collaborative team of change agents. All 14 NTs have a plan in place on Verto (project management software) and these are being further developed to capture the activity of all partners.

Community Hospitals – There has been co-designed options for change with patients, the public, local clinicians and other stakeholders to support care closer to home, based on the principle that “own bed is best”.

Priority 4: Establishing clinically and financially sustainable services:

Establish sustainable services through development of the right networks and collaborations across and beyond the STP footprint to improve urgent care, cancer care, elective care, maternity services, and specialist mental health and learning disability services. We are establishing the right networks and collaborating with various partners to establish clinical and sustainable services.

Improving Mental Health:

A summary document has been produced bringing together detailed county based suicide prevention policies and actions plans, demonstrating the alignment of our two county-based approaches. A single STP Suicide Prevention Strategy will be produced to replace the two locality based policies.

In addition to this, there will be a campaign in Worcestershire to promote Improving Access to Psychological Therapies (IAPT) which will facilitate access to mental health services. This campaign may also be widened to include Herefordshire at a later date.

The work to develop a single STP Dementia Strategy across the two counties has commenced, a stakeholder event is now being planned for November to launch the strategy.

Improving Learning Disability Care



The Learning Disabilities STP group is working with self-advocacy organisations to audit primary health care (GP surgeries in Worcestershire have already participated) this will be extended to Herefordshire and results will be shared.

The Transforming Care Programme (TCP) across the STP is progressing, there are no NHS Assessment /Treatment beds, there are less than fifteen people with LD placed in hospitals and both counties have established risk registers.

A market engagement event has been arranged in September for the Learning Disabilities Workstream to identify providers to deliver a range of services to meet the needs of people on the complex needs pathway.

The Learning Disabilities workstream held an event in March 2018 with good attendance, including People with LD, Carers, independent sector, Advocacy (both County organisations) and good representation from commissioners and the clinical/operational teams). The group are planning another event with a focus on providers, carers and service users. The outcomes of the event include; networking, looking at joint supervision and service improvements and the start of real discussion around forensic services, transition and psychological therapies.

Health inequalities and workforce remain a high priority. Recent publications have again highlighted the need for reasonable adjustments and the need for quality services that are fair and impartial for people with learning disabilities and their families /carers.

Improving Urgent Care – Worcestershire

Planning continues to ensure that Frailty Assessment Unit (FAU) is fully operational for 12 hours a day and 7 days a week from the beginning of October 2018.

Overall Emergency Access standard performance at Worcestershire Acute Trust dropped in July from the previous month with 78% of patients being seen within the four hour access standard.

Improving Urgent Care – Herefordshire

An agreement across primary /secondary care to adopt ReSPECT has been established. ReSPECT stands for Recommended Summary Plan for Emergency Care and Treatment. ReSPECT is a process that creates personalised recommendations for a person's clinical care in a future emergency in which they are unable to make or express their choices.

Stroke:

In June and July 2018, a series of conversations with the public, patients and carers to gather feedback about stroke services across Herefordshire and Worcestershire was conducted. The purpose was to explore the current experiences of stroke services and what 'good should look like' across the two counties. A report



has been produced following this feedback and will inform stroke services in the future.

Maternity Care:

Two key enabling work streams are being developed to support the achievement of the ambition to reduce still birth, neonatal death, maternal death and brain injury by 50% by 2025.

The Local Maternity Systems (LMS) has identified a group of women who will benefit most from continuity of carer (consistency of the midwife and/or obstetrician who cares for a woman throughout out maternity) Staff volunteers will work in small teams of 4-8 or carry a caseload of 36 to meet the national booking target of 20% by March 2019.

A team of clinicians is being appointed to concentrate on smoking cessation, carbon monoxide testing all women at the start and middle of pregnancy, initiation of breast feeding, cardiotocography training, implementing serial scanning for women over 40yrs, women who smoke and women who have a BMI over 30.

The Maternity Voices Partnership continues to work with the clinicians to ensure that the LMS is relevant to women and families and is making a difference.

Elective Care

A fortnightly teleconference between elective leads across the two counties has been established.

Herefordshire and Worcestershire Elective Care Programme Board has also been established and is operational.

Cancer:

The cancer plan for Herefordshire and Worcestershire is being finalised and upon completion, it will be made available to patients and service users. In addition, a service user engagement event is being planned later on in the year and the cancer plan will be shared with attendees.

There is a current review of 'Two Week Wait' referral forms; a 'Two Week Wait' referral is a request from your GP to ask the hospital for an urgent appointment for you. A series of workshops with service users will be arranged to ascertain feedback on the forms.

Recommendation



The Carers Advisory Group invited to approve and note this report.

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