



Hampshire and Isle of Wight
Sustainability and Transformation Partnership

Hampshire and Isle of Wight Long Term Strategic Delivery Plan



MOVING FORWARD TOGETHER



Introduction

- In January 2019 NHSE/I published their Long Term Plan for the NHS.
- Sustainability and Transformation Partnerships have been asked to develop their response to the 496 commitments made in the plan.
- We have discretion over the timing of some of the commitments.
- For the rest, targets and timescales are mandated
- We have split the commitments into nine themes and assigned clinical and executive leads for each.
- We have built upon existing engagement work to understand the views of our population and are currently undertaking additional engagement to test the themes of the plan with local people.
- The final version of the plan will be submitted mid Nov.



Themes of our plan

Clinical area

- Ageing well
- Cancer
- Cardiovascular disease
- Learning disabilities and autism
- Mental health
- Primary care
- Respiratory
- Stroke
- Starting well (maternity and paediatrics)
- Urgent and emergency care
- Elective care

Long Term Plan priority areas

Other local priorities

To be addressed through

A **new service model** for the 21st century based on:

- 1 High quality, proactive integrated care (removing the historic divide between primary and community care)
- 2 Networked care delivery
- 3 Improved access with capacity in the right place at the right time
- 4 Prevention programmes at scale and embedded in care pathways, targeted on reducing health inequalities

Supported by

- 5 Continuous quality and outcomes improvement
- 6 A high quality, supported workforce
- 7 Digital and data enabled services
- 8 Appropriate investment/finances
- 9 Our journey to ICS

A new service model - integrated care

Why is it important?

- Integrated care is essential to ensure that patients are treated in the right place at the right time, and in the most efficient way possible, having healthy independent lives
- The programmes support the development of seamless services that wherever possible aim to prevent admission to hospital
- The programmes are underpinned by a Population Health Management approach that aims to ensure that interventions made are effective and reach the right people
- Your Big Health Conversation saw 64% of the 2000 people asked say that the NHS must change and wanted a focus on community-based care

Our focus:

- Building a clear vision for community care
- Describing and rolling out a new integrated population health focussed care model
- Build a new workforce model including mental health specialists, pharmacists, physiotherapists
- Modernising the primary and community estate
- Investing in a digital programme to improve access to care and access to comprehensive patient records

A new service model - networked care

Why is it important?

- No provider organisation will be able to meet constitutional standards for access at present levels of demand and capacity – this situation could improve by establishing operational delivery networks.
- Local specialist services would benefit from more robust network engagement to become and remain comparable to national peers
- When thinking about hospital care, people told us that having the right level of expertise within the surgical team was the most important, followed closely by having access to a specialist team that operates a 24/7 rota. (Southern Hampshire Review of Vascular Services, 2016)

Our focus:

Supporting current networks and alliances whilst establishing networking as business as usual. Particular specialties of focus:

- Stroke
- Pathology
- Mental health – in particular out of area placements.
- Care for the population of the Isle of Wight
- Cancer

A new service model - access

Why is it important?

- Current performance indicates a mismatch of demand and capacity – this work is required to ensure the right capacity, in the right place, at the right time to meet demand and deliver operational, quality and financial outcomes
- Resources (financial, people, estate, equipment) are not limitless and should be deployed in the most efficient way to reduce unwarranted variation
- Mismatches in demand and capacity in one part of the system can have unintended consequences in others
- Local people tell us improving access should be one of our biggest priorities.

Our focus:

- Using data to identify opportunities to improve productivity
- Simplifying outpatients
- Mental health out of area placements
- Diagnostics
- Urgent access to primary care
- Ensuring people with learning disabilities have equity of access to care

A new service model - prevention

Why is it important?

- The ageing demographic in Hampshire and the Isle of Wight, with increasing frailty and multimorbidity, is a significant driver of health and social care needs.
- People living in deprived circumstances experience poorer health and, on average, die earlier than people in the more affluent areas.
- We need a radical approach to preventing ill health across the life course to manage future demand.

Our focus:

- Smoking and alcohol
- Reducing mortality for people with mental illness
- Behaviour change training for staff
- Diabetes prevention
- Prevention of cardio vascular disease
- Recognition of the importance of the wider determinants of health
- Increasing screening and immunisations
- Using data and intelligence to inform decision making

Quality and outcome improvements

Why is it important?

- To reduce unwarranted variation
- We are below national average on a number of specialties
- We must ensure the use of research and innovation to provide the best possible care

Our focus:

- Maternity, in particular a reduction in still births, maternal mortality and perinatal mental health
- Children and young people
- Learning disabilities and autism – with a particular focus on improving their physical health
- Reducing the number of people experiencing stroke, dementia and heart attacks
- Improvement against our diabetes targets
- Respiratory – improving access to care and better quality management of condition
- Delivering increasing levels of research and innovation



Workforce

Why is it important?

- Availability of workforce is the largest risk to all health and social care services.
- We are not attracting sufficient numbers of new staff. In Hampshire and the Isle of Wight, we are forecasting a decrease in our supply pipelines of 10.4% to 2024.
- Too many of our staff are leaving. We have a turnover rate of 14.2% against an England average of 9.1%.

Our focus:

- Making Hampshire and the Isle of Wight a great place to work
- Improving our leadership culture
- Tackling our workforce capacity issue – including recruitment and retention and collaborative bank
- Delivering 21st Century Care – including offering fulfilling flexible careers, increasing time to care, an new approach mental health workforce
- Delivering a new workforce operating model



Digital

Why is it important?

- Technology can help people take control of their health
- Better access to shared digital records helps us improve services and quality of care.
- Technology can help reduce inefficiencies and focus resources more appropriately.
- 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
- People have told us that they want quick and easy access to clear information to help them make decisions about their health and care. (Healthwatch, 2019)

Our focus:

- Integrated health and care records
- Information governance
- Improving the digital maturity of our providers
- Intelligence and analytics
- Digital access and empowerment
- Public and clinical engagement



Moving to an Integrated Care System

Why is it important?

- It is fully recognised that an increasingly integrated system that delivers shared leadership and action is a key component of any plan that seeks to improve outcomes, reduce variation, deliver greater efficiencies and support financial sustainability.
- An ICS will enable local organisations to redesign care and improve population health. It is a pragmatic and practical way of delivering the 'triple integration' of primary and specialist care, physical and mental health services, and health with social care

Our focus:

- Leadership, relationships, capability
- Vision and strategy
- Operational delivery
- Financial management
- Care delivery



Finances

Why is it important?

- By 2024 the financial allocation to the NHS in Hampshire and the Isle of Wight will have grown by £0.5 billion p.a. compared with 2019.
- We must understand how best to deploy this money in order to maximise the benefits for our local population.

Our focus:

- Work to agree the focus of this additional investment is ongoing and updates will be brought to partners as soon as they are available.

