

Lincolnshire Sustainability and Transformation Plan



Welcome to the second newsletter for Lincolnshire's Sustainability and Transformation Plan (STP). This five year plan sets out the vision and direction for health and care in the county.

In this edition we cover:

- The **New Clinical Assessment Service** which is helping people access the right service first time when they have an urgent or emergency care need
- What happened at our **options evaluation event on 25th January**
- The progress being made with the continued development of **integrated neighbourhood working**, providing joined up care close to home
- National feedback on STPs, including a **new animated video** which describes why STPs have been developed and what they will achieve
- Tackling workforce challenges with **new initiatives to recruit GPs and apprentices into physiotherapy and occupational therapy**

New Clinical Assessment Service ensures right service first time for urgent and emergency care needs

Lincolnshire's Clinical Assessment Service (CAS) and its early successes have resulted in national recognition for the team behind it.

While the concept for clinical assessments over the telephone might not be new, what is different is how it is being run.

Run by Lincolnshire Community Health Services NHS Trust in partnership with East Midlands Ambulance Service NHS Trust, CAS is the first service of its kind to work across organisational boundaries.

It has been designed to help reduce unnecessary home visits, accident and emergency department attendances, emergency hospital admissions and ambulance transportations.

The service is already making a significant difference in supporting patients to access appropriate services for their needs.

On some days over the Christmas and New Year Bank Holiday period, the countywide Out of Hours Service and the Clinical Assessment Service (CAS) together recorded more than 1,000 clinical contacts. Of these, 715 came through CAS.

Since its development over the last 18 months and from becoming fully operational in October 2016, CAS has been shortlisted by judges in the East Midlands NHS Recognition Awards and the HSJ

Value in Healthcare Awards in the 'Leading Systems Transformation' and 'Emergency, Urgent and Trauma Care' categories respectively.

How does CAS work?

- Patients needing to speak to a clinician are diverted to the service after calling 111.
- The call is transferred to an experienced clinician in Lincolnshire, who completes an assessment over the telephone.
- The patient is able to receive appropriate and timely access to urgent care services and advice.

Natalie McKee, Head of Urgent Care at LCHS, said: "We are very proud of the Clinical Assessment Service and to have been recognised by the judges at both the East Midlands' NHS Recognition Awards and the HSJ Value in Healthcare Awards.

"This is a new concept but one which is already making a significant difference in supporting patients' access to appropriate urgent care services in Lincolnshire. The CAS and its wider team is a great example of how partnership working and innovation are helping to drive better care within our communities."

County moves one step closer to consultation on local health services

On 25th January 135 senior clinical leaders, managers and key stakeholders came together to discuss, evaluate and consider a range of proposals for health services.

The options included discussion of two possible proposals for **hyper-acute stroke services**. Expert clinicians were clear that specialist services provided on one site can deliver a much better quality of care for patients. This is because a single site, with the right skilled workforce, can see and treat more people and this leads to better results for patients. The Lincolnshire Heart Centre is a good example where this has worked well in Lincolnshire in the past.

A range of options for **urgent and emergency care** services in Lincoln County, Boston Pilgrim and Grantham hospitals were considered. These included three proposals for **Grantham Hospital** including returning to the service before August 2016 (a 24 hr A&E service but with the same restrictions on the seriousness of conditions), moving to a new A&E centre still able to take some medical admissions but with a different workforce or moving to an urgent care centre facility.

There was also discussion of two options for a community-based **learning disability** service to replace the previous inpatient facility. The facility at Long Leys Court shut in 2015 and experts were able to give a positive update on the new community based learning disability service. This new service is in line with national best practice and is supporting people with learning disabilities within the community with much better outcomes for patients.

In the afternoon, there was extensive discussion of five options for **maternity and specialist children's services (paediatrics)**. This is a complex area where the national shortage of paediatric doctors and nurses means that current services are struggling to meet standards for the number of clinicians on site to support safe services.

Planned care discussions included options to centralise **breast care** onto one centre of excellence in Lincolnshire to improve the diagnosis and treatment of breast cancer.



The audience was presented with the latest ideas for moving more care, traditionally undertaken within hospitals, into a community based setting. This would mean for certain specialties patients could be seen and treated locally, by their GP or community nurse, rather than having to travel in to hospital for a procedure or appointment.

All health organisations in Lincolnshire are committed to holding a public consultation in 2017 to get the views of residents on proposals for changes to these services. No final decisions will be made until after the public consultation.

A detailed report will be produced over the coming weeks showing how the different proposals have been scored against the following criteria: quality, access, affordability and deliverability. This report will inform proposals for public consultation which will still need to be reviewed by an independent regional panel of experts and approved by NHS England before the consultation can be launched in the summer.

Speaking after the event, Allan Kitt, Chief Officer of South West Lincolnshire Clinical Commissioning Group, said: "This is a key part of the process to get us to a stage where we are ready to share the final proposals with the public. There are some difficult decisions to be made as some of these challenges have been ducked for too long. We are all committed to improving outcomes for the people of Lincolnshire and that means building on what works well, but being prepared to make changes if we want a modern, effective service."

To view the slides from the day [click here](#).

Integrated Neighbourhood Working Update

A key element of the Lincolnshire Sustainability and Transformation Plan (STP) is the work to fully establish integrated neighbourhood working across the county. This is a continuation of earlier work but with a renewed focus.

Integrated care aims to 'join up' health and social care to meet the needs of our population and transform the way that care is provided, enabling people to live healthier, fulfilling and independent lives. The continued development of Neighbourhood working will enable us to better provide the right care, at the right time, in the right place, which ideally will be within people's local community.

What is currently happening?

The focus of neighbourhood working continues to be 12 geographic areas, as previously identified. These may change as new models of care emerge, with an aim that during the life of the STP there will be a real move to this integrated way of working which will ensure an emphasis on prevention and pro-active care. Over time this will ensure a simplified system that will enable people to more rapidly access locally delivered care and support. What they need, when they need it, within their community.

At present there are a number of well-established Neighbourhood Teams working across the County, who have worked together and made some real differences to some people. We are now working with the teams to build on this success to ensure we can support many more people living and working within each of the Neighbourhood areas.

For example:

- Stamford is involved in developing a process to enable more 'person centred' Care and Support Planning that can be utilised across all the teams over time.

Sleaford Team is the first team to go live with an IT system, Cayder, that enables them to link with both Transitional Care and the Hospitals to know what is happening with their patients.

- Skegness team is working more widely with a range of local groups and organisations to further develop their local 'Self-Care' Network.
- Gainsborough is looking at the further development of the Neighbourhood Care team to work as a single, co-located team in that area.

Work has also commenced to develop and implement the following operating framework to support the development of each of the Neighbourhood areas. This will change and develop as each of the teams become involved and contribute to its ultimate design:



This is a large, complex area of work that will, over time, involve many 100s of people from a wide range of organisations and communities, there will be regular updates within this Newsletter to give people a flavour of our work and progress we are making. However, if you want to know more information then please contact:

Carol Cottingham – carol.cottingham@lincolnshirewestccg.nhs.uk or

Kirsteen Redmile – Kirsteen.redmile@lincs-chs.nhs.uk

Lincolnshire Maternity Transformation Programme

The Lincolnshire Maternity Transformation Board was established in September 2016, as recommended by the National Maternity Review. Our vision is for maternity services to be safe, personalised, kind, professional and family friendly. Every woman should have access to information which enables her to make decisions about her care. She and her baby should be able to access support that is centred around their individual needs and circumstances.

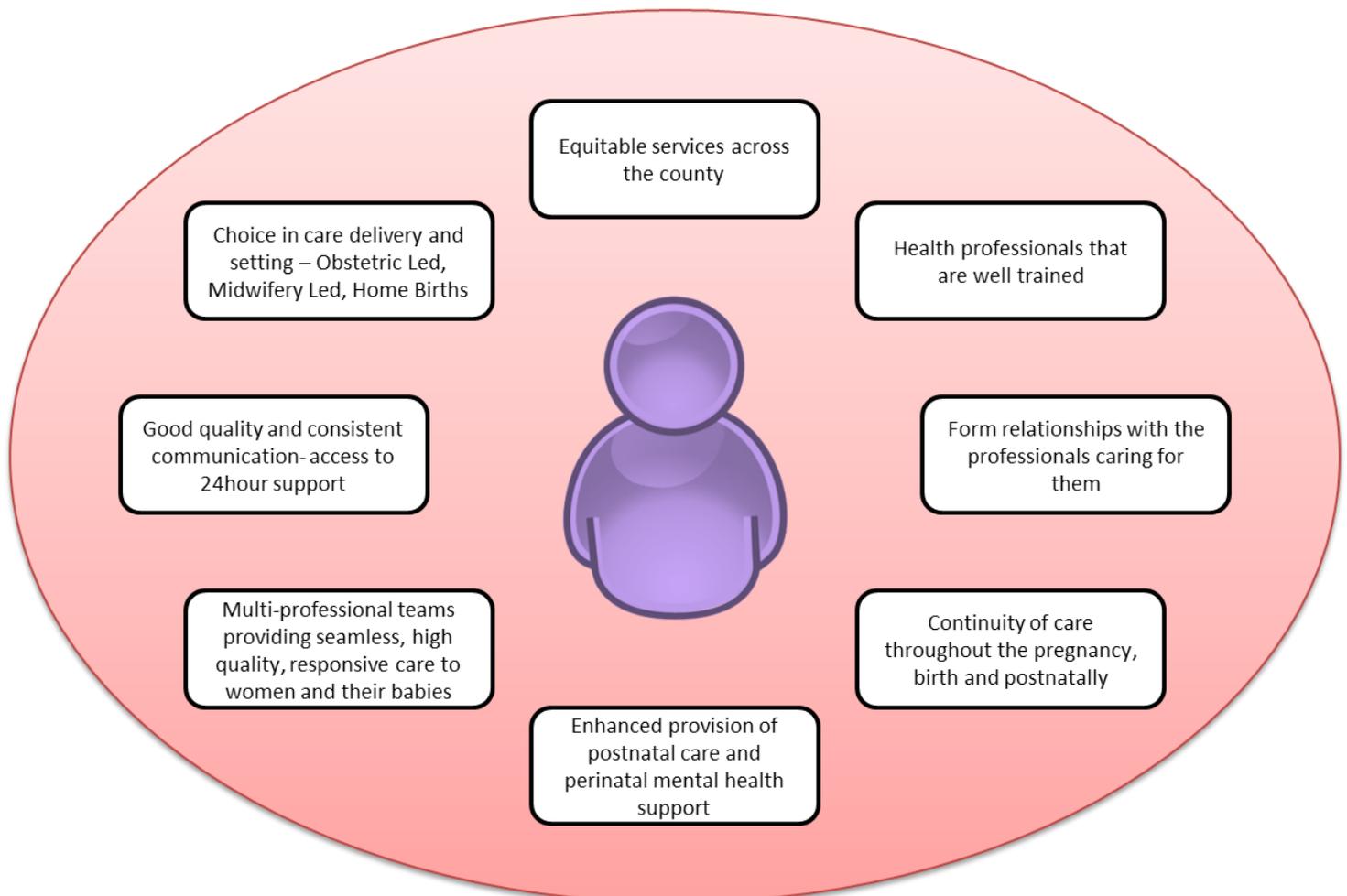
As part of our journey towards delivering this vision, the Lincolnshire Maternity Transformation Programme is looking to develop **Community Hubs**.

These hubs will enable women to have access to care in the community from their midwife and from a range of other services, particularly for antenatal and postnatal care.

Community hubs will be local centres that could be located in children's centres, GP practices or midwifery units, where women can access elements of their care with different providers working together to offer midwifery, obstetrics and other services i.e. ultrasound, health visitors, mental health services, smoking cessation, weight reduction.

Through surveys and focus groups with parents, midwives and other professionals, we are currently developing a system-wide vision of what 'good' looks like and we will then conduct a pilot to test this.

We will provide a further update with regards to the progress that has been made in April's newsletter.



New animated video explains national vision for STPs

A new national animation has been developed to explain the vision for STPs and the impact that the plans will have on improving care for the whole population.

The video can be viewed [here](#).



Along with a video, the national team have also shared the link to a blog by Dr Arvind Madan, NHS England's Director of Primary Care, discussing the benefits of bringing care closer to people's homes. We will follow this tomorrow with another post by Ed Smith, Chair of NHS Improvement, saying what the changes mean for those working in the NHS.

To read the blogs go to:

www.england.nhs.uk/2017/02/stp-blog/

Meanwhile, at a meeting that Lincolnshire's STP lead, Allan Kitt, had with Simon Stephens and Jim Mackay, to discuss STPs the focus was now very clearly on implementation. Feedback from the national team about Lincolnshire's plan has been positive.

Reflecting on discussions with the heads of NHS England and NHS Improvement, Allan commented

"There was clear message to all STP leaders that STPs are here to stay, but that we need to do more to engage the public in what is a vital debate. We were also reminded to celebrate the fact that the NHS remains the best value health system in the industrialised world and we need to celebrate its success not just focus on the challenges."



Picture L-R: Jim Mackey, Allan Kitt, Simon Stephens

Lincolnshire trailblazing with new apprenticeship degrees for therapies and international GP recruitment

United Lincolnshire Hospitals NHS Trust has been given ministerial approval to lead on the development of the **first ever apprenticeship degree for the roles of physiotherapist and occupational therapist (OT)**.

The degree apprenticeship will provide a new route for people starting as an apprentice to gain a recognised professional qualification as a therapist.

The new role has been designed to boost numbers of allied health professionals (which include physiotherapist and occupational therapist roles) in a bid to tackle both local and national staffing shortages. New starters will be able to combine their studies with on the job training in what will become a nationally recognised standard for these roles.

Anita Cooper, Clinical Lead - Therapies and Rehabilitation Medicine for ULHT said:

"As well as attracting young people into the professions this will give opportunities for staff working as support workers who have proven they can give high quality care to patients, and have the ability to meet the academic demands of the degree, but may not hold the traditional academic qualifications required to meet the entry requirements for university."

Meanwhile, the LMC has been leading on a national pilot programme to **recruit GPs from Europe**. *We have successfully recruited twelve GPs from across Europe; Spain, Greece, Poland, Lithuania, and other countries.* These GPs have been offered three year contracts in practices across the length and breadth of Lincolnshire. They are currently undergoing training at a campus in Poland where they are being given further education and assessment in English, the NHS, and UK culture. They will be completing this training in April, and will then be starting in practices in late April 2017.

We are interviewing another 20 candidates next week, for 13 more posts. The successful candidates will be ready to start in practices in summer 2017.

To find out more about the STP go to:

www.lincolnshirehealthandcare.org/stp or call 01522 718051

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