



Hampshire and Isle of Wight
Sustainability and Transformation Partnership

One year on.....



MOVING FORWARD TOGETHER





Foreword

“Making it happen won’t be easy and will need real commitment. But, in over 20 years as a frontline GP, this is the first time I have seen such a concerted effort to bring services and teams together in a way that makes sense for patients.”

Dr Arvind Madan, ‘Sustainability and Transformation Plans: transforming patient care through GP services’, (NHS England: 2017)



We are fortunate that advances in medicine have meant that people in Hampshire and the Isle of Wight, as nationally, are generally living longer. Many of us are also living with multiple, often complicated, long-term physical and mental health conditions. As a result, over recent years the NHS has struggled to deliver the care that modern patients need. Patients are waiting longer for treatment and spending extended periods of time in hospital when they could be at home or seen by their GP or at a local clinic. It is clear that in order to ensure the long-term future of health and care services we must change the way we care for patients and service users. As detailed in NHS England's Five Year Forward View 'Our values haven't changed, but our world has.'

Over the last year, the 21 health and care organisations across Hampshire and the Isle of Wight have been working together as a partnership, to address the many opportunities and challenges facing us. We have been developing ways by which local people know how to stay well whilst making sure we provide safe, high quality, consistent and affordable health and care for our population.

We have learned a great deal from working with and listening to local people over the past few years and our work is rooted in these local discussions. Where it makes sense to work at scale, the partnership has developed a plan to tackle issues such as reducing the amount of time it takes people to recover from illness, offering patients more choice about when and where to receive treatment, reducing waiting times for appointments, diagnostic tests and test results, whilst supporting people to manage their day to day health. Our plan is long-term, well-thought through, based on feedback from our local population and devised by people who work in the local NHS and social care system. If we are to have services that are sustainable in the future, we must build on new ways of planning and providing them - and that means changing how our local NHS works. Individual organisations like hospital trusts or GP practices cannot provide the answers on their own because many of these issues affect more than just one organisation or community.

As a partnership, we are committed to ensuring health and social care services are about helping keep people well for longer – allowing them to live independent lives and avoid being admitted to hospital. This document details our achievements since our plans were agreed in 2016, along with our intentions for the coming year.





Supporting the change

In Hampshire and the Isle of Wight commissioners (clinical commissioning groups) are given a budget of £2.46billion a year to plan and pay for health and care for our local population of just under 1.9 million people. This money pays for things such as GP, hospital and community services and prescribing. Our four NHS hospital trusts also received a total of £2.4billion to care for patients who live outside Hampshire and the Isle of Wight. In 2016/17 however, due to increasing demand for services across the local NHS we overspent our budget by £8 million. To ensure that we provide the high quality services that local people expect, within the resources we are given, we are working as a partnership to identify ways in which we can avoid waste, become more efficient by avoiding the duplication of work and to understand why we are spending more on certain services than other similar areas around the country.

By embracing these three concepts, savings of £168 million were made in 2016/17. This is around 3.6% of our total spend, and was achieved through investing in new ways of delivering services more efficiently and through reductions in agency staffing. All NHS organisations are expected to find efficiencies of between 3% and 4% each year to operate within the overall NHS budget and therefore in 2016/17 we achieved this target.

To support the changes detailed throughout this document NHS England provided us with a budget of £298,000 to make sure we had the correct expertise in place. We have therefore put together a small team of people to work with partnership organisations and co-ordinate improvements across the area. This team brings leadership, clinical, programme management, finance, administration and engagement skills and is made up of staff who were previously working elsewhere in the local system. Other members of staff throughout the local health and care system are currently supporting partnership projects and are doing this from within their current roles.

As well as looking at ways to become more efficient, there is also a national pot of money set aside for transformational projects. We are therefore looking at ways to attract some of this additional national money into the local area by bringing together a team from across the NHS system who have expertise in applying for such funding. To date, we have attracted £4million in additional resource, which will support improvements in local health and care services such as mental health, diabetes and cancer care.



Working in partnership

All of the achievements and aspirations detailed within this document would not be possible without the NHS and local authorities working in partnership. Working together as organisations and with local people, we are improving the health and wellbeing of the population of Hampshire and Isle of Wight.

Partnership working to support the ‘whole person’

We are working in partnership to understand the entire needs of individuals in a joined up ‘whole person’ way, rather than treating in isolation, the issues presented in a GP surgery, at the door of A&E, in a children’s centre or in someone’s own home on any particular day. In practice, examples of this include GPs working more closely with hospital specialists or social care to ensure a patient’s ongoing needs are supported, or mental health teams working with local housing teams to make sure that a person’s mental health does not adversely affect their housing situation and vice versa. Our prevention programme, led by council-based Public Health teams working closely with NHS staff, is driving a reduction in the number of people becoming ill, the amount of time it takes for people to recover from illness and ultimately the reliance on health and care services across the area.

Happier, healthier health and care workforce

Health and social care organisations across Hampshire and the Isle of Wight combined, are the largest local employer and as such we are working together to attract more people to work in the area by developing shared recruitment campaigns and new and varied roles which offer greater career development opportunities.

Healthier and in employment

Through working as partners to improve the health and wellbeing of local people, the far reaching effects include increasing the number of Hampshire and Isle of Wight residents in education, training and/or employment which has a circular positive impact on a person’s health and independence. These benefits also bring advantages for employers and the broader economy of our area, through increased productivity, increased investment, and our increased spending power as residents and customers of local businesses.

Partners in delivering best practice

Our partnership work extends further than the 21 statutory NHS and government organisations in Hampshire and the Isle of Wight. We are also working closely with variety of organisations such as Wessex Academic Health Science Network who support innovation and drive best practice within local health and care systems, Health Education Wessex who are helping us to ensure that our current and future workforce has the right number of people, set of skills, values and behaviours, and Wessex Local Medical Committees who represent the views of our local GP practices. These organisations provide a range of expertise and ensure that our work is as informed as possible.

Community and voluntary partners

We are working closely with the community and voluntary sector who are playing a key role in supporting people to stay well and avoid unnecessary admissions to hospital. These organisations bring with them a wealth of experience in supporting local people to live healthy and independent lives. The Building Health Partnerships project is developing a Hampshire and Isle of Wight mental health crisis service map with involvement from people with lived experience, their families and friends, NHS organisations, local authorities, police, ambulance services, housing and local voluntary and community organisations.

Another key piece of work with the voluntary sector is our ‘Signposter’ scheme in the south east of the county. Based in GP practices, a signposter is a specially trained volunteer who can offer advice or support on a wide-range of non-clinical issues which could affect a person’s health or wellbeing. This could include identifying groups that can help combat loneliness; provide dietary, nutrition and exercise advice; help people to better cope with long-term chronic conditions such as dementia and arthritis; support people with parenting problems, debt or housing issues and those dealing with depression and anxiety.



Working with you

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Involving and engaging with our patients and public is crucial to the successful development of a high quality health and care system. Throughout the year we have continued to deliver the highest standards of engagement work, using a wide range of methods and approaches, tailoring these to the needs of those we were involving, and supporting people to be able to participate effectively.

Key pieces of work this year include:

- Engagement has taken place throughout Hampshire and the Isle of Wight discussing evening and weekend GP appointments
- Over 1100 people have been interviewed in north and mid Hampshire to understand the issues that are important to them as we move towards agreeing the design of hospital services in the area
- Extensive public engagement has taken place on the Isle of Wight to understand local views on service change
- Engagement is ongoing to discuss the future of Milford on Sea War Memorial Hospital
- Work is underway with local BBC radio to discuss changes in service and key priorities of the partnership with the public
- We have obtained feedback from patients, their carers and staff about the services available to people with severe mental illness
- Initial engagement has taken place about data sharing to support the development of the Hampshire Health Record
- Wessex Voices (a partnership between NHS England and the five local Healthwatches in the Wessex area) is providing valuable support to the digital, mental health, cancer and children and maternity work streams
- 'The Big Conversation' involved almost 2000 people in discussions around key themes from our work such as access to services, the need for change and helping people to stay well

In addition, each NHS organisation has people on their board or governing body who have not previously worked in the NHS (called lay members or non-executive directors) and whose aim it is to represent the views of the public. We now have representation from this group of people within both our involvement and quality work streams.



MOVING FORWARD TOGETHER

Key priorities at a glance

To deliver a radical upgrade in prevention, early intervention and self care

To accelerate the introduction of new models of care in each local community

To address the issues that delay patients being discharged from hospital

To ensure the provision of sustainable hospital services across Hampshire and Isle of Wight

To improve the quality, capacity and access to mental health services across the area

We said by 2016/17

All NHS organisations will have a Make Every Contact Count (MECC) plan and hospital trusts will have a robust plan for smoking cessation.

Two out of 15 integrated primary care hubs (centres which offer a variety of services such as GPs, mental health support and physiotherapists) will be operational.

Every patient in hospital will have a discharge plan which is understood by professionals; the patient and their carers.

Sustainable solutions will be agreed for priority services across Hampshire and the Isle of Wight

The best option for configuration of hospital services in north and mid Hampshire will have been identified.

We will commission mental health services on an Alliance wide basis initially focussing on out of area placements and crisis response.

By the end of 2016/17

4000 members of staff had been trained to 'Make Every Contact Count' and 'Stop before the op', aimed at reducing the number of people smoking, was actively promoted in every hospital

This target was met with hubs in Lymington and Gosport

Significant work is underway to ensure that all patients have a detailed discharge plan.

Agreed for vascular services with service moved to University Hospital Southampton.

Additional analysis and public engagement has taken place during 2017/18 to ensure all options are fully considered.

We have an agreed lead single commissioner for each of our priorities to act on an Alliance wide basis.

By the end of 2017/18

Evidence based programmes will be implemented that impact on smoking rates, cancer screening and sexual health. To support this we will continue to deliver MECC training to ensure staff are equipped to have healthy lifestyle conversations with their patients and service users.

A further nine integrated primary care hubs will be operational by March 2018. Foot care services for people with diabetes will be fully implemented, with other services to support people with diabetes in development linked to national funding award.

We are already seeing a reduction in the number of people experiencing delays in being discharged from hospital. We are working to ensure that this trend continues. We have also opened a new unit in Basingstoke for people who are ready to leave hospital but are not ready to go home because, for example, they are waiting for equipment.

Implementation underway of reviews in back office services, for example HR, IT and finance, pharmacy, pathology, radiology and outpatients including obtaining feedback from patients.

A full analysis of the available options for hospital services in north and mid Hampshire will be complete,

We will complete an extensive piece of engagement with patients, their carers and staff to understand the needs of people who have severe mental illness. We will have made significant improvements to the care received by people who are experiencing a mental health crisis.

Expected impacts and benefits for patients, communities and services

- ✓ Improving Health and Wellbeing, with more people able to manage their own health conditions reducing the need and demand for health services
- ✓ More people supported to give up smoking, achieve a healthy weight and drink sensibly (reducing lifestyle related diseases)
- ✓ Efficiencies of £10m by 2020/21

Achievements to date

- This year we launched the Diabetes Prevention Programme across Hampshire and the Isle of Wight. The programme identifies people at high risk of developing diabetes and provides them with support to change their lifestyle in order to reduce this risk. During the first five months of the programme 700 people have been referred.
- Make Every Contact Count (MECC), a programme which trains health and care staff to have conversations with patients around healthy lifestyles, and 'Stop before the Op' a programme to support people to stop smoking before surgery, have been deployed across Hampshire and the Isle of Wight.
- Promotion of digital appointments for sexual health screening has resulted in a 30% increase in uptake, thus reducing costs.
- A cancer prevention programme has been implemented including practice nurse workshops; issuing of a cervical screening incentive scheme to encourage practices to promote screening to their patients; work underway to improve access to screening opportunities – mainly around patients with a learning disability.

Plans for 2018/19

- We will embed smoking cessation into all care processes and as a result witness an increase in the number of people who stop smoking. In order to deliver this, all trusts will develop a robust plan with support from the Commissioning for Quality and Innovation scheme.
- We will continue to roll out the National Diabetes Prevention Programme with 2500 new residents accessing the programme by end of 2018/19.
- All NHS organisations to have a MECC training plan agreed by their Board. Implementation of the plan will have started.
- We will continue to work on increasing the uptake of cancer screening with a particular focus in the early part of the year on cervical screening. Later in the year we will turn our attention to breast and bowel cancer.



Expected impacts and benefits for patients, communities and services

- ✓ Improved outcomes for people with long term conditions/multiple co-morbidities
- ✓ Reduced A&E attendances/hospital admissions for frail older people and people with chronic conditions
- ✓ More people maintaining independent home living
- ✓ Sustainable General Practice offering extended access
- ✓ Efficiencies of £46m by 2020/21

Achievements to date

- We have obtained over £1 million of additional funding to ensure we meet national treatment standards for people with diabetes.
- Three quarters of the Hampshire and Isle of Wight population now have access to evening and weekend GP appointments.
- Online consultations via GP practice websites, is now available to just under 900,000 people registered with 80 practices across Hampshire. Currently, around 2,000 people use the service each week, freeing up in the region of 500 GP appointments per week.
- All GP practices now have access to tools which help them identify patients who are at the greatest risk of becoming frail or unwell due to having one or more long term conditions. GPs can then support patients to develop a plan of action to look after their own health, access to the right care and support to keep them well and to reduce the risk of admission to hospital.
- People can now more easily access a range of health and wellbeing services in a single location as part of integrated hubs that have been developed in Lymington, Farnham, Yateley, Gosport and Fareham. GPs, community nurses, physiotherapists, mental health practitioners, care navigators, pharmacists and hospital specialists are working together in the hub to support people to stay well, to provide the right support when needed and to better manage any long term illness.

Plans for 2018/19

- To ensure 100% of the Hampshire and Isle of Wight population has access to evening and weekend GP appointments
- To open more hubs across Hampshire and the Isle of Wight to improve access to support and care for local people. There will be 15 area health hubs in total by 2020.
- To further establish care teams in each local area to include staff from primary, community and social care as well as hospital specialists to support people in their local communities. Care might be provided in local hubs, in residential or care homes or in people's own homes.
- We intend to work with Health Education England and the Local Medical Committee to develop strong plans to support and retain the GP and nursing workforce, develop new roles as part of local care teams, and recruit high quality staff to the area
- Focused work with GPs, community teams, voluntary organisations and hospital specialists to improve support and care for people with long-term conditions, including access to education and support that improves people's confidence to manage their own health.



Expected impacts and benefits for patients, communities and services

- ✓ Improvements in the prevention and early detection of cancer ,
- ✓ Patient treatment and their experience of that treatment will be as good as it can be.
- ✓ People will be supported to live with and beyond their cancer diagnosis.

Achievements to date

- We have invested £1 million in a programme to help people on the road to recovery as soon as they receive a cancer diagnosis, rather than waiting for them to undergo treatment. This new scheme connects research teams with clinicians and patients and is trialling various techniques to quickly developing the most effective approach to support cancer recovery.
- We have received additional funding of £146,000 to increase the number of people who start their cancer treatment with 62 days of being referred for diagnosis by their GP. This money has been used to improve access to diagnostic services such as scans.
- Approximately 2000 cancer patients have now received assessments aimed at supporting both their physical and mental needs following their diagnosis.
- Following treatment for breast, colorectal and prostate cancer, patients at University Hospital Southampton are now able to control their own follow up care, supported by training and open access to clinical support when required. Patients are no longer required to attend frequent follow up appointments, but instead can contact a specialist when they need to. In most cases this is a significant reduction in the number of hospital appointments and in all cases health outcomes and patient experience have been as good or better.

Plans for 2018/19

- We will further increase the number of people who live for over a year following a cancer diagnosis.
- By the end of 2018/19 we will double the number of people receiving a physical and mental health assessment, post cancer diagnosis.
- We will implement the new model of follow up care piloted at University Hospital Southampton, across all hospitals in Hampshire and the Isle of Wight.
- We will focus on increasing the number of people who are diagnosed at the early stage of their cancer and hence improve their chances of survival. We will do this by supporting staff and patients to recognise the signs and symptoms of cancer.
- We will ensure that more than 85% of people who are diagnosed with cancer start their treatment within 62 days of being referred by their GP.



Expected impacts and benefits for patients, communities and services

- ✓ Patients supported in the setting most appropriate to their health and care needs
- ✓ Reductions in lengths of stay in hospital for patients
- ✓ The forecasted number of beds needed by 2020/21 across Hampshire and the Isle of Wight is reduced by 300
- ✓ Sustainable access to 24/7 consultant delivered hospital care for the north and mid Hampshire population, improved outcomes through care closer to home and delivery of the national access targets
- ✓ Efficiencies of £56m by 2020/21

Achievements to date

- The Isle of Wight system has been successful in obtaining additional funding of £750,000 to redevelop/remodel their existing A&E space.
- Southampton has delivered the most significant percentage reductions in delayed transfers of care in the country, as commended in a recent letter from Secretary of State. Delays have decreased from 8.2% to 6% in the first four months of the 2017/18.
- Hampshire Hospitals NHS Trust was also commended by Secretary of State for delivering the greatest percentage improvement in A&E performance in the country.
- 1,100 local people interviewed to understand their views on hospital services in north and mid-Hampshire.

Plans for 2018/19

- By March 2018, half of the calls to NHS111 will receive a clinical assessment.
- We will review the way in which the NHS111 service works, obtaining feedback from local people and ensuring the service meets the needs of our population.
- We will continue to increase the number of patients who are seen with four hours when they attend A&E.
- We will reduce the number of people experiencing a delay when waiting to be discharged from hospital.
- Plans for hospital services in north and mid Hampshire will be finalised following in depth engagement with the public.



Expected impacts and benefits for patients, communities and services

- ✓ All patients able to consistently access the safest acute services offering the best clinical outcomes, seven days a week and delivery of the national access targets for the Southern Hampshire and Isle of Wight population
- ✓ Reduced variation and duplication in acute service provision
- ✓ Efficiencies of £165m by 2020/21

Achievements to date

- In April 2017 and following consultation with local people, vascular services (which care for people with problems with their veins or arteries) were reconfigured. The vascular team, based at University Hospital Southampton, provides specialist care for all Hampshire and Isle of Wight residents ensuring that there is less variation across the area with everyone receiving the same high quality expert care.
- The Acute Alliance has brought teams together to share best practice across specialties such as gastroenterology and emergency medicine to ensure local people receive the best quality care no matter where they live.
- Isle of Wight Trust and University Hospital Southampton pathology departments are now working together to jointly procure a pathology equipment service. By working together costs to the local NHS are reduced.

Plans for 2018/19

- By summer 2018, services to support patients experiencing kidney failure, known as renal services, will be joined up across the area ensuring that there is less variation and everyone receives the same high quality care.
- From early 2018 and following input from local people, the configuration of the service which provides spinal surgery will be agreed. The aim of reviewing spinal services is to improve access for local people to this high quality specialist service.
- In consultation with local people, NHS organisations and clinical teams, we will agree the configuration of hospital services on the Isle of Wight.
- To undertake service reviews in plastics (surgery for the skin) and radiology.
- In Hampshire and Isle of Wight we spend more money on musculoskeletal services (supporting people with disorders of the muscles and bones) than similar geographies across the country. We will therefore undertake a service review to understand why this is and investigate whether there are some common sense changes that can be made to ensure that these services provide good value for money.



Expected impacts and benefits for patients, communities and services

- ✓ The children and young people of Hampshire and the Isle of Wight will be supported to have the best start in life, having the access they need to high quality physical and mental health care.
- ✓ Children and young people with severe mental illness will be cared for closer to their home receiving a diagnosis quicker and receive the care they need.
- ✓ Parents and carers will be supported to manage the mental and physical health of their child.

Achievements to date

- £500,000 in additional funding was received to support improvements in the services to support children and adolescents with severe mental illness.
- £190,000 additional funding received to establish children's connecting care urgent hubs throughout the area. These hubs are operational in Chandler's Ford, Eastleigh and Southampton with further hubs opening in Basingstoke, New Milton, Portsmouth and South East Hampshire by the end of 2017. The hubs will support families by improving access to advice and support to manage childhood illness.
- We have undertaken substantial engagement with parents and schools to understand how we best support children who have either autism or attention deficit hyperactivity disorder (ADHD). Their feedback will help us to design services which are responsive to the needs of local children ensuring they are supported both at home and school.
- The Hampshire Parent and Carer Network is now supporting people during the interim period whilst they await a diagnosis for their child.

Plans for 2018/19

- To employ staff at the NHS111 call handling centre who have expertise in children's health.
- To reduce the amount of time children wait for an autism or ADHD diagnosis.
- To use the children's connecting care hubs to support families and to reduce the need for children to be admitted to hospital by 10%.
- To reduce the number of Hampshire and Isle of Wight children and young people with severe mental illness who are being cared for outside the county.
- Caring for children with severe mental health illness closer to their homes will also free up additional resources which can be used to support a wider group of children and young people with mental illness at home, and avoid the need for admissions to hospital.



Expected impacts and benefits for patients, communities and services

- ✓ All people in Hampshire and Isle of Wight will have early diagnoses to enable access to evidence based care, improved outcomes and reduced premature mortality
- ✓ Enhanced community care and improved response for people with a mental health crisis. Reduced out-of-area placements for patients requiring inpatient care
- ✓ Efficiencies of £28m by 2020/21

Achievements to date

- Tangible improvements have been achieved in ensuring people experiencing a mental health crisis, receive the appropriate care. This has significantly reduced the number of people detained under section 136 of the Mental Health Act decreased in Hampshire.
- The Hampshire community eating disorder service for 0-18 year olds is now operational
- Specialist community perinatal services (which support women who suffer from mental illness during and one year after their pregnancy) are now in place across Hampshire and the Isle of Wight.
- All-age mental health liaison teams are now in place in all Hampshire and Isle of Wight hospitals supporting patients with both physical and mental health needs.
- Southampton hosted the first STP wide health and housing summit in the country. This programme highlights the links between housing and mental health and is an excellent example of the new approaches we are taking.
- Ours is one of only eight STP areas nationally to be successful in gaining Building Health Partnerships programme support and funding, the only one in the country with a focus on mental health.

Plans for 2018/19

- In March 2018, following engagement with staff and patients and their families, a preferred configuration of services to support those with more severe mental illness will be selected and subsequently implemented.
- We will work to reduce the number of people with severe mental illness who are being cared for outside of Hampshire and the Isle of Wight, ensuring they can be cared for in a place as close to their home as possible.
- We will work with local people and staff to understand their views on how we should configure mental health services which support people during a crisis.
- We will continue to work together with housing teams to help build stronger, mentally healthier communities
- We will continue to work on a Hampshire and Isle of Wight wide programme to double access to Individual Placement and Support. This scheme enables people with severe mental illness to find and retain employment.



Expected impacts and benefits for patients, communities and services

- ✓ An integrated care record for all GP registered citizens in Hampshire and Isle of Wight
- ✓ Flexible IT systems enabling care professionals to work from any location, with access to citizens health and care records
- ✓ Citizens able to manage their health and care plans – for example managing appointments, updating details, logging symptoms
- ✓ Real time information to support clinical decision making

Achievements to date

- We are in the process of installing WiFi and flexible IT systems throughout GP practices, enabling care professionals to work from any location, with access to people's health and care records.
- 80% of practices in Hampshire and the Isle of Wight are now using electronic prescribing. This system makes it possible for prescriptions to be sent electronically to the pharmacy or dispenser of your choice, saving local people time by avoiding unnecessary trips to their GP.
- Two of our main hospitals have attracted additional funding totalling £15 million, having been identified as delivering exceptional care, efficiently, through the use of world-class digital technology and information.
- 50% of practices in Hampshire offer their patients online GP consultations. This empowers patients by providing advice, signposting and the ability to consult with their GP online. This means that people have access to advice about their health much quicker.

Plans for 2018/19

- The Care and Health Information Exchange (CHIE, formally the Hampshire Health Record) will provide information to support clinical decision making. It ensures that staff throughout the health and care system can instantly access a patient's medical record during an appointment. This system will cover the whole of Hampshire and the Isle of Wight by January 2018.
- To develop and implement personal health records, which will allow local people to manage all their health appointments, update their personal details and log symptoms. This will provide people with greater control over their health.
- To implement IT systems which allow urgent and emergency service staff across the area to book appointments directly with other services. For example, enabling an NHS 111 call handler to directly book an appointment with an emergency dentist.



Expected impacts and benefits for patients, communities and services

- ✓ 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 partnership and local level
- ✓ Providing estate that can be used flexibly and enable new ways of working
- ✓ Reducing demand for estate will generate efficiencies and savings through reduced running costs and release of land for other purposes
- ✓ Improving the condition and maintenance of our estate will mean that citizens can access services in fit for purpose facilities across Hampshire and Isle of Wight
- ✓ Release surplus land for housing and reducing operating costs in our buildings across Hampshire and Isle of Wight

Achievements to date

- We have created a single estates information system across Hampshire and Isle of Wight which enables joint planning across organisations for the benefit of staff and patients.
- We have agreed a consistent classification of the estate to assist health and care teams in sourcing high quality sites in the right location thereby improving access to services for local people.
- In each local area action plans and forums have been developed to better understand the condition of our buildings including GP practices, to increase the utilisation of the best estate and to produce development plans for sub-standard estate. This will increase both efficiency and quality, while releasing redundant estate for other purposes.
- A Hampshire and Isle of Wight Capital Panel has been established to review and prioritise bids for additional funding into the area. This increases openness and transparency, makes best use of a limited funding pot and puts us in a strong position to gain national support and funding to deliver improved facilities and services.

Plans for 2018/19

- We intend to work with the national lead for Strategic Health Asset Planning and Evaluation to improve both the accuracy of our estates database as well as the systems which evaluate the best use of a building or space. This work will support the local care system to develop new ways of working and identify opportunities to offer health and care appointments at a variety of locations closer to people's homes.
- Continuing to increase utilisation of our best buildings, improve the overall quality of our buildings, whilst reducing the cost of running them including reducing charges for empty unused space.
- We are one of six national Strategic Estate Planning pilots to develop a case for additional estates expertise. This will put us in a strong position to deliver plans quickly and on a wide scale, so that patients will start to see positive benefits sooner.



Expected impacts and benefits for patients, communities and services

- ✓ A flexible workforce shared across geographical and organisational boundaries, working in new ways with extended skills to deliver the workforce transformation that underpins the STP core programmes
- ✓ Health and care roles that attract local people, to strengthen community based workforce
- ✓ Significant reduction in the use of temporary and agency workers
- ✓ Increasing the time our staff spend making the best use of their skills/experience
- ✓ No overall growth in the workforce over the next five years

Achievements to date

- Working in partnership with Health Education England we have established a team who will lead a system-wide workforce plan ensuring we consider every aspect of the care needed by individuals, rather than planning purely from an organisational perspective.
- Across Hampshire and the Isle of Wight we have established key strategic groups focusing on collaborative working across three specific areas :-
 - Temporary staffing – with the aim of working together to explore the best and most cost effective options for the use of temporary staff, reducing competitiveness within the system and ensuring we do not increase costs;
 - Recruitment and retention – developing an area-wide strategy for attracting and retaining staff; working together to develop new opportunities and creative solutions to retain and attract high quality employees into the area;
 - Statutory and mandatory training/pre-employment checks – developing ways by which staff can change jobs within the local system without the need to recomplete their mandatory training (for example, information governance and equality training). This will remove the need for staff to be rechecked and retrained which causes additional cost, supports quicker start-dates, reduces the need to use temporary/agency staff, leaving staff with more time to spend with patients.

Plans for 2018/19

- We will have one workforce plan for the Hampshire and Isle of Wight health and social care system for the next three years showing where we need new roles, people to work differently as well as finding solutions to where we don't have enough capacity for core roles.
- We plan to go live with portable statutory and mandatory training and pre-employment checks across all NHS organisations in the area, with the aspiration to include social care employers, where feasible.
- We will implement our plans to retain as many staff within the area as possible and make Hampshire and the Isle of Wight a great place to work. Plans include schemes such as creative rotational nursing roles. This will attract new staff and different talents into the area and offer staff a wider set of career opportunities.
- We will develop shared recruitment campaigns so that we look at the staffing needs of the whole system and also make best use of our recruitment teams.



The following organisations are supporting the delivery of sustainability and transformation programmes of work in Hampshire and the Isle of Wight:

NHS Fareham and Gosport Clinical Commissioning Group
NHS Isle of Wight Clinical Commissioning Group
NHS North Hampshire Clinical Commissioning Group
NHS North East Hampshire and Farnham Clinical Commissioning Group
NHS Portsmouth Clinical Commissioning Group
NHS South Eastern Hampshire Clinical Commissioning Group
NHS Southampton City Clinical Commissioning Group
NHS West Hampshire Clinical Commissioning Group
Hampshire County Council
Isle of Wight Council
Portsmouth City Council
Southampton City Council
NHS England
NHS South Central and West Commissioning Support Unit
Hampshire and Isle of Wight GP surgeries

Hampshire Hospitals NHS Foundation Trust
Isle of Wight NHS Trust
Portsmouth Hospitals NHS Trust
Solent NHS Trust
South Central Ambulance Service NHS Foundation Trust
Southern Health NHS Foundation Trust
University Hospital Southampton NHS Foundation Trust
Care UK
Wessex Academic Health Science Network
Wessex Clinical Networks
Wessex Clinical Senate
Wessex Local Medical Committees
Health Education Wessex
Local voluntary and community organisations
Hospital and community trusts in neighbouring areas

For more information on any of the details within this document or to get involved in our work please email SEHCCG.HIOW-STP@nhs.net

