

# Lincolnshire Sustainability and Transformation Plan



Welcome to the first 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. We will provide regular updates on how the plan is progressing and look forward to discussion, dialogue and involvement from the public and stakeholders on how we can successfully deliver a safe and sustainable health and care system for all of our residents.

## A recap on our STP

A month ago on 6th December, the new Five Year Sustainability and Transformation Plan (STP) for Lincolnshire was published.

**So what's it all about?** This nationally required single plan for Lincolnshire sets out the framework for how we will work together to deliver better quality health and care services, improving health and wellbeing and bringing our health and care system back into financial balance.

### What is in our plan?

- Personal responsibility, health promotion, prevention, keeping people well and healthy
- More care close to home, in local communities, close to where people live
- Seeking to keep people out of hospital, where safe to do so
- Joined up health and social care at Neighbourhood level to support "Home First" and early support
- Improving effectiveness and productivity e.g. reducing waiting times, fewer cancelled operations and delayed discharges
- Possible options to centralise some services where this will improve outcomes for patients

This will involve a big shift – we expect to reduce the numbers of people treated in an acute hospital, attending at A&E and requiring inpatient care for mental and physical health.

*While people may see the headlines for the STP as hospital changes, the major changes in reality are in the community.*

**Our Vision** is to achieve really good health for the people of Lincolnshire with support from an excellent and accessible health and care service delivered within our allocated budget.

More care will be delivered in the community by joined up teams of professionals working together with local organisations in their neighbourhood to support people, carers and families effectively. We will use technology to help transform the way we deliver care, to reduce duplication and enable us to support patients more effectively, closer to home. We will have an absolute and overt focus on putting our patients at the centre of every decision made and ensure that they or their representatives are integral to the process.

### Governance—who makes decisions?

The STP is not a statutory, accountable body. It is a partnership of the 4 Clinical Commissioning Groups (Lincs West, Lincs East, South West and South) and the 3 providers covering hospital, community and mental health services.

The Chief Executives and Chairs of these organisations meet regularly to ensure progress of the plan, to unblock issues and face shared challenges. Our approach has been to bring together partners to develop a plan which we are all committed to delivering. Ultimately, decision making still sits with our statutory organisations which remain accountable for health and care services in Lincolnshire.

While developing the plan, we've worked closely with partners including East Midlands Ambulance Service, the County Council, Healthwatch and other key local organisations which provide healthcare support. Our new models of care have been developed over the last 3 years through the Lincolnshire Health and Care Programme which has been clinically led and built on best practice locally and nationally.

**Allan Kitt** is the Senior Responsible Officer leading our STP. He is the Chief Officer for South West Lincolnshire CCG. He has been in Lincolnshire for 15 years, originally starting his career in the NHS as a mental health nurse. He has 20 years in clinical practice in community and inpatient services.

**Sarah Furley** is the Programme Director for the STP. She grew up in Lincolnshire but completed her nurse training in London. She has worked for 30 years in the health service in both London and Lincolnshire spending half this time delivering direct patient care as a nurse working in acute surgery, A&E and palliative care and more recently working as a manager in service improvement, commissioning and strategic planning.

Delivering our vision requires us all to work differently – different teams, different locations, different systems. This change will require new roles which are innovative, work across boundaries and professions, provide job enrichment and enable us to have the right staff, at the right time, in the right place and the right cost.

## Engagement, dialogue and reflection

We will continue to engage and consult widely over the next 5 years as we take this plan forward. Whilst formal public consultation on the options for service changes will not start until after the County Council elections in May 2017, communication and engagement activities with all stakeholders have started in earnest.

The full submission document, the public summary version, frequently asked questions and all of the appendices are now available to the public on the LHAC website at [www.lincolnshirehealthandcare.org/stp](http://www.lincolnshirehealthandcare.org/stp)

*The STP is not a draft, it is a live plan that will continue to evolve through the implementation of the two year operational plans and beyond.*

### Who have we been speaking to:

- Since September 2013 we have engaged with over 18,000 people to talk about a new model for health and care in Lincolnshire
- In 2016 alone we held more than 150 engagement events to get views and input from the public

Since 6th December we have held:

- 9 briefing sessions with strategic stakeholders like our elected members, STP Stakeholder Board and others
- Over 20 staff engagement events to brief staff about the plan and what it means for them

Much of the detail of the plan reflects the feedback from staff and public about how things need to change: our new Clinical Assessment Service, the Care Portal and Neighbourhood Teams have been developed in response to input received through engagement.

From January-March we will be out and about in communities, meeting people and discussing the

Plan with them. We will work with our partners in the public, private and voluntary sectors to reach as many people as possible to talk about our plan. We will use social media to make sure we talk to as wide a cross section of our population as possible.

In addition, there will be opportunities for patients, carers and local people to be involved as specific improvement projects move forward. We are committed to being as inclusive as possible.

We are currently still developing our proposals for public consultation. These need to be approved by the Clinical Senate, an independent regional expert group, before we can submit them to National Health Service England who will then give us permission to go out to consultation. No decisions will be made on major changes until we have gone through public consultation and this is expected to begin in May 2017.

**Want to find out more? If you want us to come and talk to your group or community, then contact us on [lhac@lincolnshireeastccg.nhs.uk](mailto:lhac@lincolnshireeastccg.nhs.uk)**

### Lincolnshire STP in facts and figures:

Spending on health services will rise from £1.26bn to £1.4bn per year by 2021.

The biggest proportionate area for investment is primary care which will see a £25m increase in spending.

In Lincolnshire 400 people a day use our A&Es while over 10,000 will access an appointment with their GP.

To meet the £182m funding deficit by 2021 we need to find savings—most of these will be found through improving the effectiveness and efficiency of our services. Only around 15% of the savings will result from changing clinical services.

We know services could be improved – we cancel 2000 operations every year, 50% of planned care takes place out of county, we do not deliver best practice in early cancer diagnosis or the 18 week referral to treatment target.

The number of people over the age of 75 is predicted to double by 2030 – already 9.9% of the population are over 75.

We have over 450 clinical vacancies at the moment.

Obesity and diabetes are particularly prevalent and need to be tackled through better prevention.

At any one time, around 300 people are in out of county placements for mental health inpatient care.



## Introducing the Care Portal

In Lincolnshire, we've developed a technology solution which has the potential to transform patient care. The Care Portal provides a view of selected patient information, drawn from existing electronic record systems held across the county. This includes things like test results, x-rays, appointments, discharge letters, medication and care plans. Health and care professionals will, with a patient's permission, have access to the most up to date records which means they will be able to deliver more joined up, coordinated care. If staff work effectively together more time will be saved to focus on patient care.



We expect the Care Portal to be live in February 2017 with the first 5 systems. These are the main patient administration system from the hospital, as well as the systems which cover test results and x-rays, and two of the systems used by the Mental Health Trust. The next few months will see training for staff in how to use the system as well as exploring the next wave of systems to be linked up—potentially hospital discharge information and hospital outpatient letters, the social care system and hospital systems in neighbouring areas such as Scunthorpe and Peterborough.

There are strict controls in place to ensure that the Care Portal is only accessed by appropriate staff involved in a patient's care. Patients will continue to be able to opt out, if they do not want their data to be shared.

**“From the patients point of view it means less uncertainty, less waiting for investigations, less waiting for our patients, less not knowing what's happening with their management.” Dr James Howarth**

In the future, the new system will include an online portal that will allow all patients to view their personal health information across multiple care providers, access test results, and see information about their medications. In time, they will also be able to share their records with family and carers.

## Other updates and news:

**Prescribing:** Following a consultation with members of the public across Lincolnshire, the four Lincolnshire Clinical Commissioning Groups approved in December 2016 the restricting of prescribing of over the counter medicines used for short-term, self-limiting conditions.

Commissioners have been looking at initiatives which will help to reduce the amount of money spent on prescribing. Previously, the 4 CCGs spent around £16million per year on medicines available over the counter, gluten-free foods, baby milks and oral nutritional supplements. Many medicines like paracetamol are available at very low cost from the supermarket.

By saving money on prescribing, CCGs can focus resources on other areas like clinical care and better cancer diagnosis. There may still be instances where a patient's clinical needs mean that these items will still need to be available on prescription. Medication that is only available on prescription and not available to buy elsewhere will therefore continue to be prescribed.

In Lincolnshire West CCG, commissioners have implemented a further initiative to save money on prescribing. Patients are being asked to order repeat prescriptions from their GP rather than through their pharmacy. The aim is to prevent patients from building up excessive stocks of unused medicines that have to be stored safely and used within their expiry date. It will also give patients more control over their repeat ordering and enable GPs to keep a much closer eye on what medicines patients actually use. The initiative will save a large amount of money by reducing waste associated with unused medicines which will be used to benefit the health of people in Lincolnshire West.

## KEY UPCOMING DATES:

**25th January**—evaluation of options for public consultation by clinical leaders

**20th February**—Clinical Senate review of consultation options

To find out more about the STP go to: [www.lincolnshirehealthandcare.org/stp](http://www.lincolnshirehealthandcare.org/stp) or call 01522 718051

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