

Healthier Northamptonshire: Better Health, Better Care, Better Value

Stakeholder Briefing: 4 October 2013

Introduction

As you will be aware, Northamptonshire's health and social care organisations are facing bigger challenges than ever before as we strive to improve health and wellbeing and improve outcomes at a time of increasing demand and limited resources. Failure to take decisive action now means services vital to the health, wellbeing and future prosperity of the county will no longer be clinically or financially viable and will not meet the demands of a growing and ageing population.

This briefing outlines how the leaders of organisations responsible for planning and delivering health and care services in Northamptonshire, are working together to meet these challenges head on and take forward a county wide programme of transformational change.

The Healthier Northamptonshire programme brings together Northamptonshire County Council, Northampton and Kettering general hospitals, Nene and Corby NHS clinical commissioning groups, Northamptonshire Healthcare Foundation Trust and the NHS Local Area Team. Our collective vision is to deliver excellent health and wellbeing outcomes and great services for the people of Northamptonshire in the right place and within budget.

Facing the Challenges

Year on year, demand for care is increasing as a result of our growing and ageing population, yet NHS funding is only increasing marginally and local authority funding is reducing year on year. At the same time, clinicians and social care staff are telling us that it is not always possible to deliver the best possible services and outcomes within the constraints of our current service configuration and provider landscape. These combined factors create significant service delivery and financial pressures on our system, and an impetus for change that we must respond to decisively.

Success will rely on making use of all of the county's health and social care resources, developing new and smarter ways of working. We will be working closely with staff, service users/patients, carers, stakeholders and members of the public to have a full and open conversation about the challenges we face and opportunities that change presents. The expertise of NHS and social care staff and service users/patients will be vital in the co-design of potential solutions.

It is clear that radical, transformational change in the way in which services are organised and delivered across the county is needed:

- Our hospital services are under significant pressure with increasing demand, and often seeing patients that could potentially be cared for elsewhere. We will review how hospital services across the county are provided and utilised, ensuring that they meet high quality standards, are sustainable and affordable.
- To deliver the best outcomes, we need to attract and retain the best clinical and social care staff, and organise services in the most effective manner, specialising and centralising where necessary, but providing care locally where possible.
- High quality, accessible primary and community care services are critical to the future of care services in the county, yet at the present time they are also under significant pressure. We believe that better integration between General Practices, community and social services will be more able to care for our most vulnerable patients, and provide more care closer to home, as well as making Northamptonshire a good place for staff to come and work.
- Like all other public services, NHS and social care resources are likely to be significantly constrained over the coming years, and we need to find new, more efficient ways to care effectively for our population, and make difficult choices about where we invest resources to deliver the greatest benefit. To provide context, you will have seen recent media reports that the likely financial challenge for the system is £44m. Looking at projected demand, unless we change the way we deliver services, this figure could increase to approximately £275m by 2019.
- Our approach will be to shape services around the needs of individual patients and communities, and to fully engage our population in the design of services.

The programme

The Healthier Northamptonshire programme is charged with researching, developing and delivering a plan for health and social care sustainability by the end of the current financial year, i.e. March 2014. The Chief Executives of all partner organisations are represented on the Programme Board which is chaired by Dr Paul Blantern, Chief Executive of Northamptonshire County Council.

The scope of the programme means that the integration of health and care services is under active consideration. There is also an emphasis on delivering services closer to home through community-based multi-disciplinary teams relieving pressure on acute services and allowing hospitals to concentrate on more complex work. This work will enable partners to take full advantage of the opportunities presented by the Government's Integrated Transformation Fund.

Nine workstreams have been established covering operational areas which are most critical to sustainability and which offer the greatest potential benefits from collaboration.

The nine work streams are:

- *Commissioning pathway-based care – making sure that care pathways are as effective and efficient as possible and that providers work together to deliver the right care, in the right place.
- *Transformation of General Practice – developing a vision for general practice that will see practices working together to deliver care closer to where people live.
- *Health and social care integration – developing an integrated health and social care system that enables people to enjoy good health and wellbeing living at home as independently as possible.
- *Service efficiency – working with CCGs and providers to look at how clinically and financially viable their services are, and to support areas where activity could be reduced significantly while maintaining health outcomes.
- *Implementation of a Frail Elderly programme – developing services delivered by community-based multi-disciplinary teams via a crisis hub across Northamptonshire.
- *Development of a model for urgent care provision – producing proposals to reduce demand on A&E departments and ensure that those that do require care there receive the best possible treatment.
- *Finance – advising on the approach to budgeting which enables collaboration and integration of services, including pooled budgeting to support integration.
- *Acute service collaboration and reconfiguration – identifying clinical and non-clinical opportunities for collaboration and reconfiguration between our local hospitals.
- *Prevention – supporting implementation of key health prevention initiatives, in particular the Health and Well-Being Board’s priorities relating to breastfeeding and drug and alcohol services.

Each work stream has a Director leading and a clinical lead. These leads come from each of the five partner organisations to ensure this is a joined up Programme across the whole of Northamptonshire.

Next steps

Clinicians from across the health economy are continuing to participate in clinical working groups investigating new areas of collaboration between the two hospitals which hold the potential for improved quality of service and better patient outcomes.

This is no longer just about acute hospital collaboration but a whole system approach to transforming health and social care. Our refreshed branding reflects the extended remit of the programme.

The Healthier Northamptonshire board, representing all partners, will be updating you regularly regarding this important work. We will also be actively seeking views from clinicians, staff, stakeholders, patients and the public as the programme develops and providing people with range of opportunities to get involved.

For more information please contact: healthier.northamptonshire@nhs.net



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