



One
Gloucestershire

Transforming Care, Transforming Communities



One Gloucestershire Long Term Plan

(response to The NHS Long Term Plan)

Short Guide
2019-24



Introduction

During 2019, we welcomed the national publication of the Long Term Plan for the NHS, which is consistent with how support and services are developing locally.

Our local plan for Gloucestershire has been developed by those who know the area best, including frontline health and care staff, patient groups, members of the public and other experts. Through our engagement (public conversation) 'What Matters to You?' we heard from people across the county, and what you told us has helped shape this plan.

The One Gloucestershire Integrated Care System (ICS), a partnership between local NHS and care organisations, is committed to turning the NHS Long Term Plan into action for the benefit of local people and our dedicated workforce.

Our expectations of healthcare, the demands on health services and the incredible progress made in development of staff skills, medicine and technology mean that we need to continue to adapt to support healthy lives and transform care to meet the needs of people into the future.





We are ambitious for Gloucestershire and want to develop leading edge care and support. This guide explains our vision, plans and aspirations for the next five years to improve health, wellbeing and care for the population of Gloucestershire.



Our Vision






To improve health and wellbeing of our population, we believe that by all working better together - in a more joined up way, and using the strengths of individuals, carers and local communities - we will transform the quality of support and care we provide to all local people.

Our Challenges

-  A growing population with more complex needs, in all age groups
-  Increasing demand for services and people unsure what services to use
-  Recruiting and keeping enough staff with the right skills and expertise - where there are national staff shortages in key areas
-  Pressure on money

Over the last few years, we have asked the public and staff about what matters to them about local health and care services. People across Gloucestershire shared their many and varied experiences of care within the county.

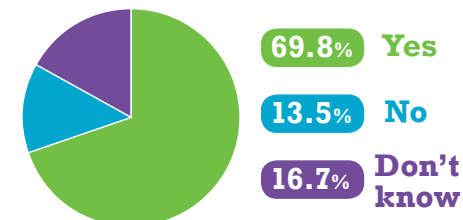
This is what you told us:

-  72% of respondents agreed that a greater amount of the budget should be spent on supporting people to take more control of their own health
-  88% of respondents agreed there should be a greater focus on prevention and self-care (people looking after themselves when they can)
-  95% of respondents agreed that we should develop joined up community health and care services
-  69% of respondents agreed that we should bring some specialist hospital services together in one place
-  70% of respondents agreed we should focus on caring for people with the greatest health and care needs

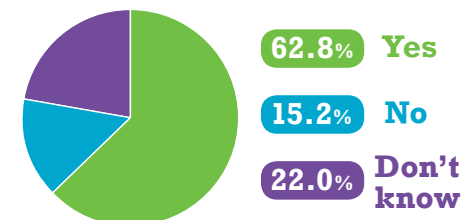
During Spring/Summer of 2019 we asked the public and staff 'what matters to you' about local health and care services.

This is what you told us:

Do you think we have identified the right priorities for developing advice, support and services?



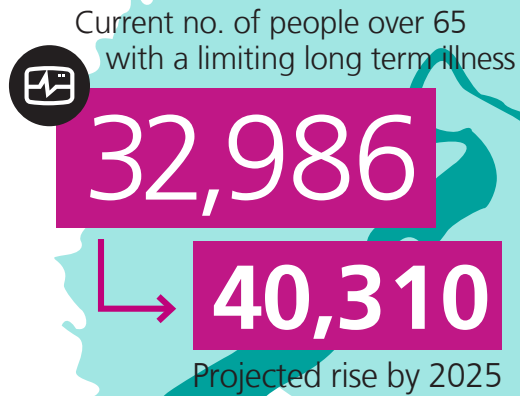
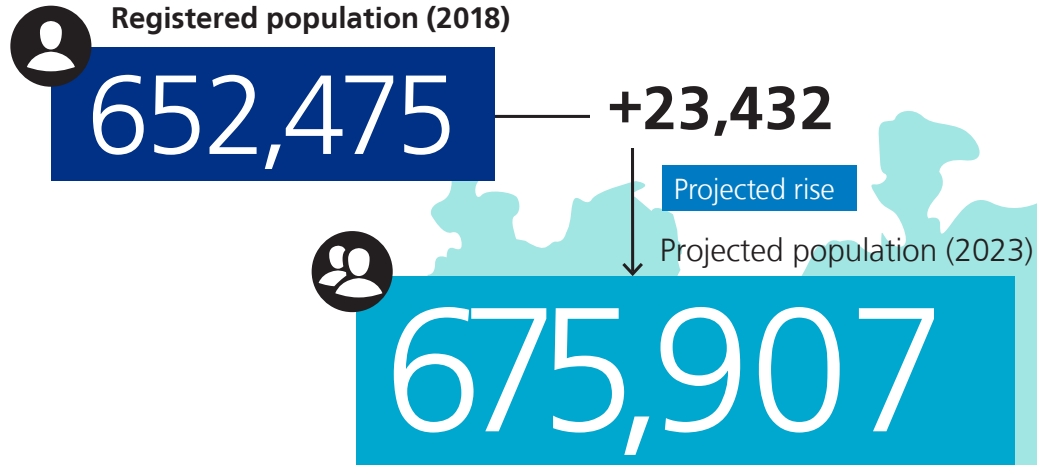
Do you think we have set out a clear way to develop advice, support and services locally?



You can read more about what you told us was important to you in the 'What Matters to You?' outcome of engagement report on the One Gloucestershire website:

www.onegloucestershire.net

Fact File



What we want to achieve – our priorities

Listening to what you have told us and recognising our challenges, we have developed a list of key areas we would like to focus on:

- People taking greater control of their own health, and that of their family
- Supporting healthy, active communities with strong networks of support
- Increased focus on the needs of children and young people
- A simpler way to get advice, support and services, 7 days a week
- The vast majority of care available in, or near, home
- High quality, joined up services with the right care, staff skills and equipment in the right place
- Timely access to appointments – both GP surgery and hospital
- Innovative and best use of technology to support our staff and our population
- Improved Mental health for everyone, including Children and Young People, Learning Disability, Carers
- Ensuring people with specialist health conditions can access outstanding hospital care
- Making sure we work in a more sustainable way
- Best use of the 'Gloucestershire £' for health and wellbeing priorities.



“High quality, joined up services”



Our Commitment to you

We have grouped our priorities into nine sections, each of which represents our commitment to you. You can read more about these in this guide.

We are committed to working together to improve the health and wellbeing of local people in Gloucestershire. From ensuring babies and children have the strongest start and are well set for adult life, to supporting people to keep healthy and remain independent in older age, we will support you at every stage of life (see [section three](#), starting well and [section seven](#), ageing well).

We want to help you stay well, and we will support you to make healthier choices and look after yourself (self-care) where appropriate. We know health and wellbeing is affected by more than just health services, so we will work with partners to improve health and keep you safe through better housing, education, employment and transport (see [section one](#), keeping healthy and supporting active communities).

When you do get ill, we want you to have the best possible care, in the right place, at the right time. To do this, we will look at how primary care (e.g. services in pharmacies and GP



surgeries), community and hospital services can work together in a more joined up way to provide care in your home or close to home, reducing the need for hospital stays (see [section two](#), transforming primary and community care and [section six](#), improving outpatient services and [section four](#), better care for long term health conditions).

When you have more serious illness or injuries that need specialist care, we think you should receive treatment in centres with the right specialist staff, skills and equipment (see [section eight](#), delivering care that is fit for the future).

To make sure you get better health and care, we need to support and develop our workforce, make the most of new technology and reduce waste, making the best use of the money available (see [section nine](#), developing our workforce, improving our digital services and reducing waste).



1 Keeping healthy and supporting active communities

We want Gloucestershire to be a place where everyone can live well, be healthy and thrive. To do this, we will ensure there is more support for people to stay healthy and independent, and develop active communities that help people to take control of their health and wellbeing.

What are we doing or planning?

- ✓ Building on the success of The Daily Mile, the 'We Can Move' programme will focus support on schools with low levels of physical activity. 155 (61%) of local primary schools are now taking part.
- ✓ Continuing to develop our Community Wellbeing Service (CWS), working with social prescribing link workers in Primary Care Networks, to offer support for people with non-medical health and wellbeing needs. Between October 2017 and October 2019, 8,250 people received support from the CWS service, with 80% of referrals related to emotional distress and mental health needs.
- ✓ Building on the success of our 'social prescribing plus' programme, we will continue to support people to manage their long term health conditions through targeted arts and nature based opportunities e.g. singing groups for people with respiratory conditions.

- ✓ Supporting people with long term conditions to improve their quality of life and build confidence through self-care programmes.
- ✓ Training health professionals to have 'better conversations,' helping patients with long term conditions to identify goals and change their habits to better self-manage their condition. Around 500 health care professionals have been trained so far.
- ✓ Working together to help keep people warm, improve their health and prevent falls in their homes.



Watch our films

[Helping Communities stay healthy / Health and Housing / Supporting Good Health and Wellbeing / Social Prescribing](#)



2 Transforming Primary and Community Care

Our vision is for every person in every community across Gloucestershire to receive really good care and support, when they need it, as close to home as possible. We want to support people to remain independent for longer, reducing the need for hospital stays and assisting people to return home from hospital sooner.

GP surgeries are working together in groups, called Primary Care Networks (PCNs), alongside a range of community partners, voluntary and community groups and local people, they can provide better care and access to services, closer to people's homes.

What are we doing or planning?

- ✓ GP surgeries are working together to offer more appointments in the daytime, evening and weekends, for example, up to 100,000 this year.
- ✓ Introducing more health experts to work in, or with, local GP surgeries to provide care and free up GP time e.g. clinical pharmacists, physiotherapists, paramedics and mental health workers.
- ✓ Making use of technology to increase digital access to primary care, such as the NHS App, online appointment booking and online GP consultations.

- ✓ Continuing to develop Integrated Community Teams, working alongside Primary Care Networks to provide help to people in their own homes, reducing unnecessary hospital stays and supporting people to return home sooner.
- ✓ Bringing together hospital and community respiratory teams and access to patient information so people have a better experience of care.
- ✓ Providing eye care closer to home in local opticians, reducing the need for hospital appointments e.g. glaucoma, cataracts, minor eye conditions.
- ✓ Working with partners in fire, housing, leisure, police and education to improve the health and wellbeing of people across Gloucestershire.



Watch our films

[Care In communities / Complex Care at home](#)



3

Strong Start in life

You have told us that it's really important for health and care services to support all children in Gloucestershire to fulfil their potential.

We want to make sure that every woman and their family has access to safe, high quality maternity care; giving babies the best possible start in life.

We are working together to reduce inequalities (this means reducing the differences in health, care and life chances based on where people live or social circumstances) and looking at how we can improve outcomes for our most vulnerable children, including those with additional needs, disabilities and illnesses.

What are we doing or planning?

- ✓ The Gloucestershire Maternity Voices website and 'Journey to Parenthood' journal support women to make choices about their care that is right for them, throughout pregnancy, birth and beyond.
- ✓ Building on our work with the Healthy Lifestyles Service to support women to have a healthy pregnancy, e.g. stopping smoking, eating well.
- ✓ Increasing the number of pregnant women who have support from the same midwife throughout their pregnancy and during labour.
- ✓ Public sector, voluntary and community organisations are working together to tackle the possible impact Adverse Childhood Experiences (ACEs) can have on young people.

This includes helping growth and development, through supporting active, thriving and strong communities.

- ✓ Setting up mental health teams in schools, including counsellors and education mental health practitioners to provide early support and prevent mental health issues from getting worse.
- ✓ Introducing social prescribing for children, young people and families through a trial in the Forest of Dean. This will help children and young people aged 5 – 16 receive support for non-medical needs as early as possible.
- ✓ Introducing a Positive Behaviour Support Service (used to understand why people continue to behave in a challenging way) for children with learning disabilities and their families.
- ✓ Supporting young people with challenging behaviour within the community.
- ✓ Working across health, education and social care to support young people who have complex additional needs as they move from childhood to adulthood.



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Improving Mental Health support



4 Better Care for Long Term Health Conditions

We want to deliver the best possible care and treatment for people living with long term health conditions, ensuring that there is more joined up working between primary care e.g. services in pharmacies and GP surgeries, community and hospital services. Our focus will be on respiratory and cardiovascular (heart) disease, diabetes, frailty and dementia, though we are looking at how we can improve care for all health conditions.

We want to work with people to improve their health and wellbeing, prevent disease from occurring, diagnose earlier and manage the condition from its early stages, rather than waiting until people develop severe symptoms.

What are we doing or planning?

- ✔ Continuing to support GPs in accessing advice and guidance' from a respiratory consultant within 48 hours, or 'on the spot' advice when urgent, with the aim of preventing an unnecessary hospital stay.
- ✔ Bringing together hospital and community respiratory teams and access to patient information so people have a better experience of care.
- ✔ Joining up physical and mental health services to improve support and results for people.
- ✔ Reducing the number of people having heart attacks or strokes by improving

- ✔ detection of high blood pressure and Atrial Fibrillation (irregular or abnormally fast heartbeat) in the community.
- ✔ Supporting people at risk of developing diabetes to take positive steps to improve their health through the national diabetes prevention programme. Over 4,300 people have been offered a place on the programme so far.
- ✔ Increasing the number of patients with some suspected cancers (e.g. bowel or lung) being sent straight for diagnostic tests before seeing a consultant. Cancer can then be ruled out more quickly, or where it is found, treatment can start as soon as possible.
- ✔ Developing our services so that we can diagnose Cancer as quickly as possible.
- ✔ Working together in a more joined up way to support people living with and beyond Cancer across the county.
- ✔ Continuing to support people in mental health crisis who attend the Emergency Departments via the Mental Health Liaison Team. They currently support between 200-300 people a month.



▶ Watch our films

Improving Mental Health Support / Supporting people after a stroke

5 Mental Health and Wellbeing

We aim to improve mental health and wellbeing in Gloucestershire, by developing strong communities, activities, support and services which focus on the person and provide joined up care. We want to make sure that mental health is seen as being as important as physical health, considering the needs of people from pre-birth until the end of their life.

Our priorities include:

- Increasing the wider focus on mental wellbeing and promoting good mental health for everyone
- Getting better at spotting the signs of mental ill health and intervening earlier
- Improving the outcomes for people experiencing mental health crisis
- Improving services for mothers, children and young people
- Continuing to improve joined up approaches to reducing suicide rates across Gloucestershire
- Focusing on recovery and resilience
- Ensure Gloucestershire is a mental health friendly county.

What are we doing or planning?

- ✔ Increase access to perinatal mental health services, from pregnancy through to two years postnatal.

- ✔ Continuing to develop our local community services that support mums and dads mental health around the time of birth.
- ✔ Supporting children's and young people's mental health through Mental Health Support Teams working with and in education.
- ✔ Delivering a responsive Mental Health Crisis Service for young people and adults.
- ✔ Supporting patients with Mental Health problems who contact NHS 111 and ensure they receive a timely answer from a Mental Health clinician.
- ✔ Providing lifestyle support through our Healthy Lifestyles Service, a men's mental health support programme, in conjunction with Gloucester Rugby Foundation and 'Live Better to Feel Better'.
- ✔ Aiming to reduce suicide locally, by providing suicide first aid for all professionals and members of the community who are likely to be in contact with people at risk.
- ✔ Introducing Mental Health Navigator roles within homeless centres as part of the Somewhere Safe to Stay project.
- ✔ Continuing to develop Link Psychiatry services to make sure patients in hospital are seen in a timely way.



Watch our films

Improving Mental Health Support

6 Improving outpatient services

People are referred to outpatient services to receive specialist, hospital care to support the diagnosis and treatment of conditions which cannot be managed by their GP. Two thirds of outpatients receive follow up care to help manage a long term condition in partnership with their GP or other healthcare professional such as a specialist nurse or therapist.

We want to ensure that patients receive the best possible care, and are seen by the most appropriate doctor, nurse or therapist in the most appropriate place as quickly as possible. This could mean having an appointment in-person, online or by telephone.

Fact

Many of the patients attending hospital outpatient departments do not need to attend in person and reducing the number of face to face outpatient appointments will help us to achieve faster diagnosis and treatment for patients.

What are we doing or planning?

- ✓ Looking to introduce more telephone and video call appointments. This will help to support patients to get a faster diagnosis (find out what is causing their illness) and treatment.
- ✓ Continuing to develop our secure electronic system which GPs can use to ask hospital specialists questions and receive responses within a few days. Established across 19 specialties so far (e.g. Ear, Nose and Throat, dermatology, paediatrics), an average of 1,500 requests for advice and guidance are already made every month.
- ✓ Providing GPs with equipment and training to better diagnose skin disorders and share images safely and securely with consultants for advice, without the need for patients to attend hospital appointments.
- ✓ Reviewing outpatient services starting with neurology, dermatology, rheumatology and diabetes where we have some of our longest waits.
- ✓ Expanding the number of specialties providing advice and guidance to GP Practices.
- ✓ Training a small group of GPs to manage a range of enhanced Ear, Nose and Throat conditions.

Ageing Well

Our vision is to support people to maintain their physical and mental wellbeing and maintain their independence in older age. We will help people to live well with the conditions they can develop as they get older, or prevent them from becoming unwell in the first place. We will also support people who are approaching the end of their life to have a dignified and peaceful death in the place of their choice.

What are we doing or planning?

- Working with Active Gloucestershire to encourage older people to keep active and exercise more. Increasing awareness of strengthening exercises at home and how to prevent a fall.



- Continuing to support people who attend the Emergency Department with signs of frailty to return home more quickly and maintain their independence.
- Developing our frailty services in the community and primary care (GP surgeries).
- Looking at how we can continue to support unpaid carers.
- Working with healthcare professionals to continue to improve the diagnosis rate for people with dementia (currently 67% in 2019 - the highest ever figure).
- Developing 'dementia friendly' communities – including trained volunteers, memory cafes and befriending groups.
- Continuing to support people to die in their preferred place, with care from the Hospice at Home service and a Specialist Palliative Care line. This is where healthcare professionals can get advice to help prevent hospital stays whenever possible. Last year, 93% of people being cared for by the Hospice at Home service were able to die in their preferred place.
- Introducing Just in Case medication boxes to ensure people have access to the right drugs to manage their symptoms in a timely way, supporting them to remain at home.



Watch our films

[Care in communities](#) / [Supporting independence and care in people's homes](#)

8 Delivering Care that is Fit for the Future

We want the people of Gloucestershire to receive outstanding urgent care close to where they live and the very best specialist hospital care across the Cheltenham General and Gloucestershire Royal Hospital sites.

Priorities include:

- Making it easier and faster for you to get urgent advice, assessment and services, 7 days a week
- Ensuring care is co-ordinated for you from the moment you first make contact with the NHS
- Providing the majority of care in communities
- Providing 'leading edge' hospital care from the two big hospitals in the county when you are very unwell.

What are we doing or planning?

- ✓ Simplifying the way you get advice, assessment and get the right care by introducing a new service through NHS 111 staffed by local doctors and nurses.
- ✓ Developing NHS 111 so it can provide dedicated mental health advice and also book appointments for patients with local GP surgeries and Community Minor Injury and Illness Units.



- ✓ GP surgeries working together to offer thousands more GP appointments a year in the daytime, evening and weekends.
- ✓ Looking at how we can develop outstanding specialist hospital care in the future across the Cheltenham General and Gloucestershire Royal hospital sites.
- ✓ Making the most of digital technology to support patients in getting the right advice and booking appointments that are convenient for them.

Developing our workforce, improving our digital services and reducing waste

We want to make sure that the people of Gloucestershire receive care of the very best quality delivered by a skilled and knowledgeable workforce.

Reducing waste and energy costs is also important to us. Improving our efficiency will allow us to put more money into services and contribute to helping the environment.

Improving our digital offer will help staff to work together across the county to have a complete picture of the person to make the best care decisions with the individual. It will also help people communicate directly with health and social care, as well as manage their own health plans.



What are we doing or planning?

- ✓ Leading the way with Joining Up Your Information (JUWI), a secure online system which gives local health and social care professionals shared access to patient electronic records, making patient care safer, more efficient and cost effective.
- ✓ Introducing a dedicated electronic communication system, which enables GPs and other health professionals to seek advice directly with hospital doctors, ensuring patients get the right care and advice at the right time.
- ✓ Helping staff to work better together (joint teams) and introducing new roles to improve care and support for people e.g. nursing associates, clinical pharmacists.
- ✓ Offering countywide leadership, training and learning opportunities to support new ways of working and ensure staff have the right skills.
- ✓ Increasing the numbers of volunteers in our workforce and how they can further help improve our patients experience.
- ✓ Joining up our approach to recruitment; promoting Gloucestershire as a great place to live and work.
- ✓ Working together to reduce carbon emissions across the county.
- ✓ Replacing the existing ambulance fleet with new vehicles which will be fuel efficient.



Watch our films

Digital Transformation

One Gloucestershire is a partnership between the county's NHS and care organisations to help keep people healthy, support active communities and ensure high quality, joined up care when needed:

- NHS Gloucestershire Clinical Commissioning Group (CCG)
- Primary care (GP) providers
- Gloucestershire Health and Care NHS Foundation Trust
- Gloucestershire Hospitals NHS Foundation Trust
- South Western Ambulance Service NHS Foundation Trust
- Gloucestershire County Council

To discuss receiving this information in large print or Braille please ring: **0800 0151 548**

To discuss receiving this information in other formats please contact:

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Long Term Plan, Sanger House, 5220 Valiant Court, Gloucester
Business Park, Gloucester GL3 4FE

Our Long Term Plan and You

If you would like to learn more about our **One Gloucestershire Long Term Plan**, you can read the full version at www.onegloucestershire.net

One Gloucestershire partners are keen to engage and involve local people in its work. If you would like to get more involved in developing health and care services in Gloucestershire then please register here:

www.smartsurvey.co.uk/s/shapinghealthandcareingloucestershire

You may also want to consider the following opportunities:

- Commenting as part of an engagement or consultation exercise e.g. complete a survey or attend a local 'drop in event'
- Visiting the NHS Information Bus when it is in your area
- Attending public Board Meetings
- **Joining a Patient Participation Group** at your local GP surgery
- Becoming a member at either:
Gloucestershire Hospitals NHS Foundation Trust
or **Gloucestershire Health and Care NHS Foundation Trust**
- Register with **Gloucestershire Maternity Voices Partnership**
- Volunteering with one of our local partners, such as **Healthwatch Gloucestershire**
- You can follow us or contact us on **Twitter**

Alternatively, please contact us to discuss this further:

 glccg.participation@nhs.net