A positive lifetime of health, wellbeing and care in our community

A Sustainability and Transformation Plan overview for Northamptonshire
Health and care in Northamptonshire includes many organisations delivering good and outstanding areas of care, leading examples of research and innovation, lots of much-loved facilities and services, and lots of passionate staff dedicated to improving care.

But what is clear to us is that these things are not enough to make sure the health and care provided in our county has a positive future. A mid-2018 review of how we work together to support older adults aged over 65 by the Care Quality Commission (CQC), the independent regulator of health and social care in England, told us improvements are needed in our care for older people in particular.

We know that we need to do things very differently in Northamptonshire, that we need to make sure we learn from what is working – and what is not. Together, with the input of our community and our staff, we need to think about how we can support the growing health and care needs in our county and keep a firm eye on the future so that we can make sure our services are sustainable.

This document describes why we need to change. It shares our priorities and outlines plans to bring about this change. We hope that you can join the conversation as we focus on a positive lifetime of health, wellbeing and care in our community.
Who are we?

When we talk about **health services** we mean the services provided by the NHS for both physical and mental health needs.

In Northamptonshire, Kettering General Hospital NHS Foundation Trust and Northampton General Hospital NHS Trust provide our NHS hospital services, Northamptonshire Healthcare NHS Foundation Trust provides community NHS services closer to home, and GP practices provide the first and main point of contact for our day-to-day health care needs.

When we talk about **care services** we mean the social care, personal care and support that’s provided to people in need, including older people. This can be provided at home or in a care home. Some of our social care services are paid for by Northamptonshire County Council.

**Northamptonshire Health and Care Partnership (NHCP)** consists of key health and care organisations in the county. While we all remain as separate organisations with our own local responsibilities for the services we provide, we are committed to working together towards a positive future for our community services.

As a Partnership we will work collaboratively with Northamptonshire’s Health and Wellbeing Board, which is responsible for setting the local strategy for health and wellbeing. We must also make sure our work aligns with ongoing national priorities for health and care.

By working more closely in partnership we are being ambitious about doing things differently and clear on our local priorities; so together we can improve the quality of care and the health and wellbeing of our community.

What to know more about our Partnership members?
Visit our website [www.northamptonshirehcp.co.uk](http://www.northamptonshirehcp.co.uk)
What do we want to achieve?

As a Partnership, our shared vision for the future of Northamptonshire is for:

“\textit{A positive lifetime of health, wellbeing and care in our community}”

We all want everyone to be able to live the healthiest life they can – whoever they are and wherever they live in the county. When people become ill, they should get the care and support they need in the right place at the right time – either to help them get better or to make sure they can live independent lives for as long as possible.

Through having a shared vision we can all be sure to play our part as it guides our activity and focus on the future. We have also agreed our values, which each day will help to guide our decisions and what is most important to us. Our shared values are:

\begin{itemize}
\item \textbf{Our patients and our local population come first}
\item \textbf{We work together in an open and accountable way}
\item \textbf{We trust, challenge and support each other}
\item \textbf{We do what we say we will do}
\end{itemize}

Want to stay up to date?

Find out more about what we are doing on a regular basis by visiting our website at \url{www.northamptonshirehcp.co.uk}
Our ambitions for our community

At the core of everything we do, in our future planning and our daily work, we share the following ambitions:

We want a positive lifetime of health, wellbeing and care so we will:

- empower positive futures by creating the conditions for people to choose well, stay well and live well
- consider how to make the best use of technology, work together more efficiently and focus on the needs of our local communities in all our planning
- work closely together so our health and care services are joined up across all our organisations – and the care people receive is seamless and easy to access
- always keep our collective focus on our vision for the future.

We want better standards of care so we will:

- focus on quality standards, be proactive about detecting and preventing illness, and have an equal focus on physical and mental health
- improve access to services so people get the right care and support in the right place, at the right time
- develop different and more collaborative ways of working so we are ready to respond to the extra pressures our health and care services experience in winter
- support people to manage their own care, where safe to do so, in particular focusing on those at most risk.

We want better collaborative working so we will:

- work together to deliver high-quality, joined-up health and social care that focuses on the needs of our communities first
- focus on our hospitals working together more closely so everyone has access to the best care, wherever they live in the county
- create more opportunities to share our learning, skills and expertise – and make Northamptonshire a great place for health and care staff to work
- work together to share our progress and make sure the voices of our staff, our stakeholders and our communities are heard.

We want better management of our resources so we will:

- strive to better meet people’s needs within the funding we have available
- plan our workforce needs across all organisations so our staff and volunteers aren’t too busy to look after their own wellbeing as well as those they care for
- make the best use of the resources we have between us for the benefit of all
- improve, develop and create health and care services that are sustainable for years to come.

Our Partnership is about shaping the future; it is about creating a positive lifetime of health, wellbeing and care for Northamptonshire’s community.
So why do we need to change?

A bit of history about health and social care...

In 2018 Northamptonshire celebrated the 70th anniversary of the NHS. Within a few weeks of the NHS being founded in 1948, our social care system was also set up to meet the needs of the time.

Historically our services were set up in very different ways and based on varying different priorities, and this has created differences in the way people receive support. These differences now mean our community is not getting the high quality and continuity of care we would all want to provide, and to receive.
Seventy years later, at a time when our population is growing older, it is crucial that our health and social care organisations work together with the voluntary and community sector to help older people to maintain their independence for longer.

While some of our social care is free to access due to the way it’s funded, some of it is bought directly by services users from a wide range of different suppliers. Many people in our community get some of their care from different parts of these different organisations. This makes things quite complicated for social care providers and, most importantly, for those receiving support.

Until very recently our health and care organisations were accountable only for the part of care that they provide to the patient or service user. Unfortunately this has meant that someone who needs care for a variety of conditions could be receiving services from five or six different organisations with very little coordination between them.

This is confusing and a wasteful use of resources, and the reality is that this situation leaves no one taking overall responsibility for the coordination of this fragmented care. As individual providers we all want to improve the quality of the services we provide and outcomes for our patients and service users. Underlying all we do is the desire to help those we care for stay well and live well – so we know it is time to change.

This is why we have committed to work together as Northamptonshire Health and Care Partnership – because together we can do more to create a positive lifetime of health, wellbeing and care in our community. If we work together and work differently, we can bring about the changes we would all want to see. We can help empower people to choose well, stay well and live well.
In Northamptonshire we have:

<table>
<thead>
<tr>
<th><strong>104</strong></th>
<th><strong>4 GP federations or partnerships</strong> coordinating and integrating the work of 70 of our GP practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>GP practice premises (including 27 branch surgeries)</td>
<td>2 general hospitals in Kettering and Northampton</td>
</tr>
<tr>
<td><strong>1 integrated NHS trust</strong> providing mental health care and community care</td>
<td><strong>2 clinical commissioning groups</strong> planning, funding and monitoring our NHS services</td>
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<tr>
<td><strong>8 local authorities</strong> Northamptonshire County Council providing social care, plus seven district and borough councils*</td>
<td><strong>3 community hospitals</strong> in Daventry, Wellingborough and Corby</td>
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<tr>
<td><strong>2 mental health in-patient units</strong> in Kettering and Northampton</td>
<td><strong>133 pharmacies</strong></td>
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<td><strong>150 dentist practices</strong></td>
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* Proposals are in place to reform the structure of local government in Northamptonshire to form two new unitary authorities by 2020
Our focus is on ensuring our health and care providers work closely together so our services are joined up and always focused on the needs of the people who use them.
A bit more about our local reasons to change

Growing population
The number of people living in Northamptonshire is expected to grow from 741,000 in 2018 to 803,000 by 2028 – that’s an increase of more than 8% in 10 years.

People are living longer
It’s estimated there will be a significant increase in the number of people aged over 65 in our county – rising around 65% from 122,000 in 2014 to 201,000 by 2034.

Deprivation
Around 40% of our population (300,000 people) live in areas where levels of deprivation are above the England average.

Inequalities
Children born in our most deprived areas can expect to live 7.8 years less than those in the most affluent parts of the county.

Mental health
In 2018/19 more than 21,000 adults entered mental health services in Northamptonshire – that’s around 4% of the total adult population. Our intention is to support service users and carers to live as independently as possible.

Finance
By 2020/21, the cost of providing health services in Northamptonshire could be £200 million higher than we have funding available unless we do something to change how we work. This is also in the face of our additional local authority financial pressures.

Unhealthy lifestyles
Around one in six people in Northamptonshire smoke.

Two out of three people in our county are overweight or obese, while nearly one in four do not do enough physical activity.

More than 90% of adult disease in Northamptonshire can be attributed to just 10 risk factors*. Visit www.northamptonshirehcp.co.uk/reasons-to-change to read more about how we can work together to tackle these challenges.

*Data for the East Midlands provided by the Global Burden of Disease (2016)

Children
Nearly 70% of children in Northamptonshire are reaching a good level of development by Reception class.

This falls to just over half reaching good level of development if they are receiving free school meals.

Over half the people in our most deprived areas are likely to spend 13 fewer years in good health than those living in the least deprived areas.

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This falls to just over half reaching good level of development if they are receiving free school meals.
Get involved

We have looked at why there is a need to change our health and care system in Northamptonshire, but we understand that we can only achieve our ambitions if we work closely with the people who live and work in our county.

Over the following pages you can read more about the work we have already done to prioritise the areas we need to change first on our journey towards a positive lifetime of health, wellbeing and care.

We really want you – our patients, service users, carers, health and social care staff and residents – to be involved as we shape our local plans for health and social care in Northamptonshire. We have lots of thriving local engagement groups and we will all work together to bring about the changes we need to see.

So if you want to join the conversation – or you are already involved and want to stay in touch – please visit www.northamptonshirehcp.co.uk/get-involved.

Sign up now

If you want to be kept informed about our work and opportunities to share your views and ideas with us as our plans develop, you can subscribe to updates from Northamptonshire Health and Care Partnership at www.northamptonshirehcp.co.uk/contact.

Engagement principles

Our Partnership work aligns with the following six principles, developed by the National Voices coalition of charities as the basis for good person-centred, community focused health and care:

- Care and support is person-centred: personalised, coordinated and empowering
- Services are created in partnership with citizens and communities
- Focus is on equality and narrowing inequalities
- Carers are identified, supported and involved
- Voluntary, community and social enterprise and housing sectors are involved as key partners and enablers
- Volunteering and social action are recognised as key enablers
So what’s the plan?

Together we have looked at our local challenges in Northamptonshire and what they tell us. We have looked at how we can transform what we do so that we can change the future for our county into a more positive one.

We have four main priorities but this does not mean there aren’t other areas in which we are working together differently. We are very proud of the hard work of many of our colleagues who are truly transforming care in Northamptonshire, and they will continue to plan and deliver local improvements to cancer care, services for children and young people, maternity care, learning disability services, mental health services and health and wellbeing services.

However, as a Partnership we must be realistic in our daily focus and how we jointly spend our time. The work we are doing around our four main priorities is detailed on the following pages.
Urgent and emergency care

Our urgent and emergency care services are more than just our accident and emergency services – they are all the services that support people in our community when they are very ill or in need of care that prevents them becoming ill. In Northamptonshire we know that older people are spending too much time in hospital when they shouldn’t be – and this can have an adverse effect on their overall health and wellbeing.

As a result too much of our available resources have been allocated to providing reactive care in our urgent and emergency services for people who have already become very ill or who have lost muscle strength, skills and confidence from being in hospital and need extra rehabilitation time. We know this needs to change.

We are working on:

• understanding the ways we can change what we are doing to improve care and health outcomes for local people

• reviewing the care we provide in our community so it’s easier for people – especially older people – to get the care and support they need closer to home

• improving the way our health and care services are provided so people are less likely to need urgent hospital care and, if they do have to go to hospital, the right care and support is readily available to them once they leave

• making sure our health and care providers work closely together so our care is joined up and always focused on the needs of the patient

• working together differently so we’re better equipped to cope with the pressures of winter, learning from our collaboration and engaging with people to create future services that are right for our communities’ needs.
Our hospitals working more closely together

We call this our ‘unified acute model’ work. Acute care is the care provided at Kettering or Northampton General Hospitals, and includes the treatment we would receive for a severe injury, sudden illness or urgent medical need. That could mean getting a broken bone fixed, it could mean delivering a baby or it could mean treatment after a heart attack or stroke.

Because our two general hospitals delivering acute care in Northamptonshire provide a similar range of services, we will focus on making the most of how they work together to provide the best care for people, wherever they live in our county.

Kettering General and Northampton General will remain as two hospitals, but we will work more closely in partnership to deliver high-quality, coordinated care for the whole of Northamptonshire.

We are working on:

- reviewing services across the two acute hospitals to look at areas of care which could be improved through working together
- changing the way some clinical services are provided across the two trusts to remove differences in care across the county, increase efficiency and get the best value from our resources
- engaging fully with patients, carers and stakeholders as services are redesigned, building on our existing work with these groups
- considering all options for improved care, from shared treatment pathways and standards across hospitals to potentially providing some specialist services from a single site
- linking with other specialist services where necessary to achieve and exceed clinical standards
Demand to see a GP in Northamptonshire is on the increase – and at the moment, our local GP workforce doesn’t have enough capacity to fully meet this demand.

A number of our GPs are approaching retirement and it is a challenge to recruit enough new ones locally to replace them. There are also gaps and differences in the care people receive around the county.

Another issue affecting Northamptonshire more than other similar areas of England is that more people are being admitted to hospital here when they should be getting the care they need in the community or at home.

We are working on:

- deciding how we can shape and bring together services more locally, in ways that are right for our neighbourhoods and natural communities
- investing in general practice and changing the ways GPs work so they have more time to care for patients
- prioritising initiatives to support people’s health, wellbeing and independence
- helping people to stay well for longer by focusing more on predicting and preventing ill-health before it happens, as well as providing treatment for existing illness
- helping GPs, nurses and other care professionals refer people into local, non-clinical services provided by voluntary and community organisations to help them live well and stay well, e.g. leisure activities, social groups and healthy lifestyle support
- developing new care services for older people so they don’t stay in hospital for longer than they need to and they get support to live independently at home
- working together to make sure enough doctors, nurses and other health and care staff are recruited into the right services locally
- forming stronger links with the voluntary and community sector and local government and improving access to the wide range of services they provide
- ensuring our services are financially sustainable for the future.
How we plan, buy and monitor services

The ways in which we plan, buy and monitor health and care services can be very complicated, with many layers and priorities. But at its heart it’s about making sure the services we provide deliver the best outcomes while delivering value for money from the Northamptonshire pound.

We are going to focus on a more collaborative approach to planning and buying health and care services based on the needs of our communities and the outcomes we want to deliver for them. We will move away from the traditional models, in which commissioners enter into individual contracts with different providers to serve different needs and objectives. In short we will work together to combine resources and assets to deliver one set of aims and outcomes – we will all look at the big picture together rather than individually.

We are working on:

• continuing to engage with our local community to understand their experiences of services and their local needs
• agreeing the health and care outcomes we all want to deliver for our community and the services that need to be in place to achieve them
• looking at ways to reduce unnecessary duplication in the services provided in Northamptonshire – for example, if two different services are doing the same thing when it might be better for people to access the service in one place
• developing better ways of working together that help us all share the responsibility as health and care organisations
• making our processes less complex by simplifying and reducing the number of contracts we have
• being more efficient so we can reduce administration costs and focus more on delivering better health and care services.
Our Partnership priorities

Transformation priorities

Our four transformation priorities are our main areas of focus for transforming health and social care services in Northamptonshire. These are not the only areas where we are working together differently – but we believe they are the areas where we can make the most difference by working as a Partnership towards a positive lifetime of health, wellbeing and care in our community.

Care in your area
How we plan, buy and monitor services
Our hospitals working more closely together
Urgent and emergency care

Our hospitals working more closely together

Other areas of focus

Alongside our four transformation priorities, these are the other main areas of work where we will continue to focus on planning and delivering local improvements to transform health and care in our county – and empower people to choose well, stay well and live well.

Cancer
Children and young people
Health and wellbeing
Learning disabilities
Maternity
Mental health
Contact details

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If you require this leaflet in other formats or languages please contact nhcp.communications@nhs.net

Jeżeli są Państwo zainteresowani otrzymaniem tych informacji w innym formacie lub języku, prosimy o kontakt nhcp.communications@nhs.net

Jei šią skrajutę norite gauti kitu formatu ar kalba, kreipkitės į nhcp.communications@nhs.net

Dacă aveți nevoie de acest prospect în alte formate sau limbi, vă rugăm să contactați nhcp.communications@nhs.net

Если Вы хотите бы получить данную брошюру на другом языке или в другом формате, просим обращаться nhcp.communications@nhs.net