



The Nottingham and Nottinghamshire  
Sustainability and Transformation Plan

# A healthier future for Nottingham and Nottinghamshire

Summary Guide



## LOCAL GOVERNMENT BOUNDARIES AND KEY TOWNS



## CCG BOUNDARIES AND MAIN HOSPITAL SITES



## PLANNING FOR THE FUTURE

### **A five-year plan for the future of health and social care in Nottingham and Nottinghamshire is being developed.**

The plan will look at how we can best improve the quality of care, the health and wellbeing of local people, and the finances of local services.

The National Health Service (NHS) has asked all areas of the country to produce these local five-year plans, known as a Sustainability and Transformation Plan (or STP). We will refer to it from now on simply as 'the Plan'. The expectation is that these plans will help transform services and achieve better health and wellbeing between 2016 and 2021.

It will be quite a challenge – the public sector is facing unprecedented pressure on budgets and we have a growing population with people living longer with more complex health conditions. Nevertheless against this challenging backdrop we feel we can do more to improve services and the care that people receive.

Across the country there are 44 areas that have been asked to produce these plans. Our local area covers Nottingham and Nottinghamshire - a population of slightly more than one million people. The district of Bassetlaw is covered by the South Yorkshire and Bassetlaw STP but is an 'associate' to this plan to ensure that services are consistent.



## IMPROVING HEALTH AND SOCIAL CARE IN NOTTINGHAM AND NOTTINGHAMSHIRE

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### **Health and social care organisations across Nottingham and Nottinghamshire have been working to produce a draft Plan.**

Teams and individuals from across the NHS and local councils have come together, along with representatives of the voluntary sector and patients and public, as well as the independent Healthwatch organisations, to consider how best to deliver health and social care services in the future.

A draft Plan has been produced and this will continue to be reviewed and refined. It is based on feedback and information provided by our diverse communities in recent years.

It includes many of the existing projects which are already in place and being progressed in partnership with local people.

In this Plan there will be opportunities to further involve citizens in helping shape services. We welcome everybody's views in trying to produce the best possible Plan for Nottingham and Nottinghamshire.



## OUR CHALLENGES

**Nationally the NHS has identified three main challenges, which it has described as 'gaps'. These relate to improving health and wellbeing, improving the care provided and the quality of services, and tackling the growing pressure on health and social care budgets.**

Our Plan is shaped around the needs of addressing these three 'gaps'. Locally, we have also identified a fourth 'gap' and that relates to culture. We believe we need to change the culture of organisations and how local organisations work together if we are to achieve our aims.

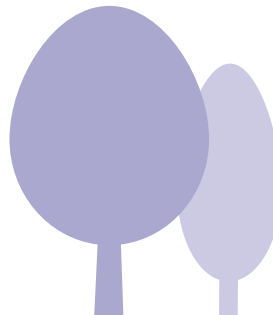
Our Plan is also shaped around what our local people have told us they want. People have told us that they want support to stay well and independent, to be able to care for themselves, and they want their care to be more joined-up and delivered close to home where possible.

## HEALTH AND WELLBEING

**Our population is diverse, growing and ageing, with different needs in different communities.**

Addressing the causes of illness will help keep our population healthy and in turn reduce the need for health and social care services. We will especially focus on supporting those citizens who experience the poorest health to become healthier and on supporting people to share responsibility for others in their communities.

We have local challenges in terms of the numbers of people smoking, high levels of obesity, and the impact of alcohol and drugs. We will encourage and support citizens to adopt and maintain healthy lifestyles, manage ill health and promote good health and wellbeing.

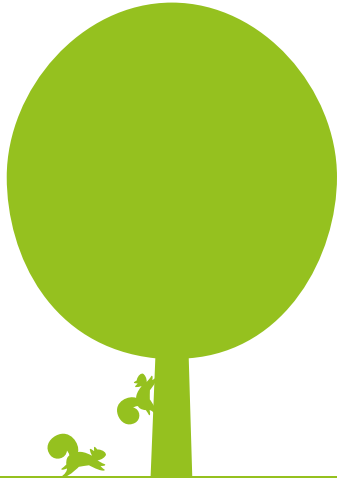


## CARE AND QUALITY

### **Our draft Plan seeks to achieve consistent and equitable standards of care for the local population.**

We know from our citizens that they want their care closer to home where possible. All partners are committed to moving resources from hospitals to the services in the community, including voluntary care, to enable this to happen.

There are a number of innovative programmes taking place across the area, looking at new ways of working and delivering care better. We want to take the best work from these programmes and share the learning and approaches across the city and county.



## FINANCE AND EFFICIENCY

**There is more demand for NHS and social care services than there is money to pay for them. The demand for services is growing; this is because the population is increasing and it is also ageing. While it is good that we are all living longer, there are more people with disabilities and long-term conditions (such as diabetes and heart disease) who need treatment, care and support.**

New treatments, therapies and equipment also cost more, adding up to a major gap between the money we have and the money we need. If we do not change the way we currently deliver services or make cost savings in our organisations, we could be facing a shortfall of funds by as much as £628 million by 2021.

We have to do things differently, reduce any unnecessary costs and ensure we get the best value for money from every pound spent. Ensuring that people receive the right care, in the right place, at the right time will be essential to our plans.

Through helping to prevent ill health, strengthening primary, community and social care services, and ensuring that we have consistent high quality care, we aim to reduce the number of people being admitted to hospital and the length of time that they are in hospital. By doing the things highlighted in our Plan we should be able to save more than £500 million of this gap. We will continue to work on and strengthen our plans and proposals.

## ADDRESSING THE BIG CHALLENGES IN NOTTINGHAM AND NOTTINGHAMSHIRE

**We are fortunate in Nottingham and Nottinghamshire that we have many excellent health and social care services. However, there are some big issues to address, such as:**

- Not meeting the target for 95% of people arriving at an emergency department receiving appropriate care and treatment within four hours
- Ambulance response times being longer than the national average
- Waiting times for treatment for cancer being longer than the national average
- Improvements needed in access to mental health services for young people
- The time it takes to see a GP varying significantly across the area
- Not enough home care services to support and care for people at home
- While people are generally living longer, they are spending an increasing proportion of their lives in ill health
- About one in four local people are living in some of the most economically deprived areas of England.



## PRINCIPLES FOR IMPROVING CARE AND PEOPLE'S HEALTH AND WELLBEING

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**We have established a number of principles which underpin our Plan:**

- People will be supported to be as independent as possible, both adults and children
- People will remain at home whenever possible.
- Hospital, residential and nursing homes will only be for people who need care there
- Resources will be shifted to preventative, proactive care closer to home
- Organisations will work together to ensure care is centered around individuals and carers
- The mental and physical health and care needs of the whole population will be addressed, making best use of public funds.





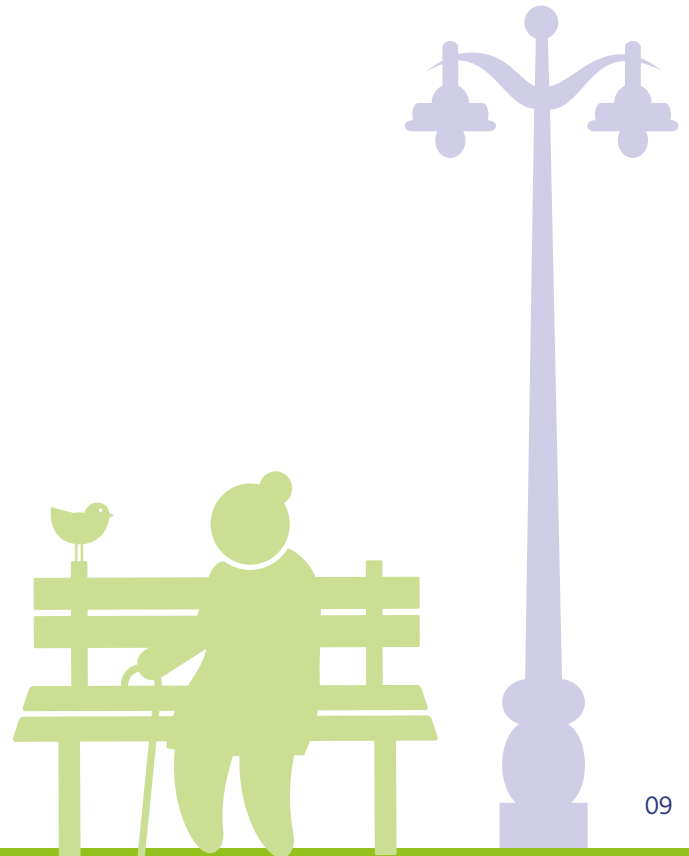
## **PRIORITY AREAS**

**We have established five areas where we believe we can make the biggest impact on improving services and the health and wellbeing of the population.**

These are:

1. Promote wellbeing, prevention, independence and self-care
2. Strengthen primary, community, social care and carer services
3. Simplify urgent and emergency care
4. Deliver technology-enabled care
5. Ensure consistent and evidence-based pathways in planned care.

The next pages explain what these priority areas mean and how things will change.



## **PROMOTE WELLBEING, PREVENTION, INDEPENDENCE AND SELF CARE**

**Wherever possible we want to promote people's wellbeing and prevent illness and disease to enable people to live healthy and independent lives with the support of their local community.**

We want to change the way that we support citizens so that they feel able to increasingly take responsibility for their own health, with the support of local services as and when needed. We want to encourage individuals and communities to be more self-sufficient and we want to support carers.

We will tackle the differences in health across our population by targeting our support to those areas where ill health is at its worst. By 2021 we want to see people in Nottingham and Nottinghamshire enjoying an additional three years of life that is spent in good health ('healthy life expectancy').

### **What will be changing?**

- Improving access to services to keep people healthy and well, for example, services to help people stop smoking or lose weight
- Improving services for people who have an alcohol problem
- Improving support to mothers to help them to breastfeed
- Increasing take-up of NHS health checks
- Support for improved mental health and wellbeing
- Building stronger communities that can share responsibility for the people who live there, for example those who are lonely or isolated
- Signposting people to good advice and information



## **STRENGTHEN PRIMARY, COMMUNITY, SOCIAL CARE AND CARER SERVICES**

**We want to strengthen and support the services that people receive in their local community, whether this is at the GP practice, dental surgery, pharmacy, opticians, mental health service or social care.**

We want to see more teams of health and social care professionals working together for the benefit of their citizens. By improving services in the community, over time we want to see fewer people have to travel to hospital for their care and treatment.



### **What will be changing?**

- Building teams of professionals around general practice that will co-ordinate care for people with complex needs or long-term conditions
- Making sure that all citizens can get an appointment with a GP practice in their area, 8am to 8pm, seven days a week
- Improving home care services which support and care for people in their own homes
- Improving the care that people receive at the end of their life
- Increasing the early detection of illnesses, in particular in cancer and dementia
- Improving the way we manage medicines, cutting down on waste
- Ensuring we meet new access and waiting time standards for mental health services, including access to psychological therapies



## SIMPLIFY URGENT AND EMERGENCY CARE

**Too many people with physical or mental urgent care needs end up in the emergency department, often because they do not know about or cannot get care closer to home.**

In addition, waiting times to be seen in the emergency department are sometimes unacceptably long. Once admitted some people spend longer in hospital than they need to before going home due to the complexity of discharge from hospital. We need to ensure that the right services are available in the community to help people leave hospital when they are medically fit to do so.



### What will be changing?

- Enabling more people to 'self-treat' by providing better information
- Helping people to access care and treatment within general practice, local pharmacies and emergency dental services and so reducing the number of people going to the emergency department
- Helping more people to find the right service for their needs through a new clinical hub for Nottinghamshire
- Timely and safe care for those needing care in hospital through quicker access to a senior doctor or nurse on arrival at the emergency department
- Improving discharge processes so that people who are admitted to hospital can return home at the right time
- Building better services in the community and to support people at home so we make it less likely that they will need to go to hospital or to help them to leave hospital at the right time. This may enable us to reduce the number of hospital beds by up to 200 in the next two years.

## **DELIVER TECHNOLOGY-ENABLED CARE**

### **Technology is becoming increasingly important in health and social care and supporting people to care for themselves.**

It can help deliver more efficient care and help people better manage their own health. By improving the way systems work together, people will no longer be required to repeat the same information to different health and social care professionals.

### **What will be changing?**

- Improving citizens' access to healthcare information, online appointment booking and self-care support
- Improving the way clinical and care staff can access and share information to support an individual's health and care needs
- Using technology to help people manage their own care, for example, using emergency alarms in the home or equipment that they can use to monitor their own blood pressure
- Improving the way that staff can access information remotely via wi-fi



## ENSURE CONSISTENT AND EVIDENCE-BASED PATHWAYS IN PLANNED CARE

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**Planned care is a term used for more routine, non-urgent care, for example outpatient appointments and planned operations.**

Through early diagnosis we will support people to manage their condition. Much of this support will be given close to home. Where specialist treatment is needed at a hospital, we will ensure that patients receive the most appropriate treatment and are supported to return home quickly following treatment.

### What will be changing?

- Diagnosing more cancers earlier through improved screening
- Improving outcomes for people who have hip and knee replacements
- Reducing emergency hospital admissions for people with back and joint pain
- Ensuring people are seen by the appropriate specialist in the right place at the right time, with fewer services being provided in hospital
- Consistently achieving national standards (18 weeks and cancer) across Nottinghamshire for the time taken between being referred and receiving treatment



## OTHER KEY ASPECTS OF THE PLAN

### Improve housing and environment

**It is critical that people, particularly those who have high levels of need, have suitable accommodation that keeps them warm, safe and secure.**

We will work with partner organisations to establish clear housing standards and offer suitable housing while improving the housing workforce's understanding of health issues. We will also consider all aspects of how the built environment, leisure and open spaces, and air quality can affect people's health and wellbeing.



### Strengthen acute services

**We want to see the ongoing provision of high quality, clinically safe services delivered in the most appropriate place for people across Nottingham and Nottinghamshire.**

Increasingly more services will be provided in the community rather than in hospitals.

We want to increase the consistency of clinical practice in hospitals to improve the quality and outcomes for patients.

### Drive system efficiency and effectiveness

**We need to make sure organisations are working as efficiently and effectively as possible, and that our administration is efficient as possible.**

We will explore opportunities for 'back office' efficiencies for non-clinical services across Nottingham and Nottinghamshire.

We need to reduce waste and ensure that the services are of the same quality regardless of where people live, for example, how regularly older people at risk of falling are assessed, advised and supported.

## OTHER KEY ASPECTS OF THE PLAN

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### Future proof workforce and organisational development

**We have more than 40,000 highly committed health and social care staff (our workforce) working across Nottingham and Nottinghamshire.**

In order to support our staff to deliver better care we will need to adapt some staff roles, introduce new roles, support areas where there are staff shortages, and provide relevant training. In particular we will need to bring staff together wherever possible so care is more joined-up for the patients.

### Maximise estates utilisation

**We need to make best use of our land, buildings and facilities and ensure our buildings are fit for purpose and in the most appropriate locations to support the delivery of services.**

By ensuring we only use the buildings we need to use, we can reduce maintenance bills and ensure money is best spent.

### Proactive communication and engagement

**It is essential that we talk to citizens and staff and harness their energy and commitment to support us in developing and delivering this Plan.**

We want to involve our citizens in shaping the Plan, finding out how we can best provide health and social care services that best meet their needs.



## WHAT WILL BE DIFFERENT FOR CITIZENS?

### This plan will mean:

- We will help citizens adopt healthy lifestyles, look after themselves and be as independent as possible, but will support them when they need it
- We will provide more care and support in the community, closer to people's homes, when this is appropriate
- We will make sure that care is more joined-up, with professionals and support staff working together better
- We will provide better information to citizens about their own care and about what services they need
- We will make better use of technology to help people to care for themselves



## **LISTENING TO OUR COMMUNITIES**

**We have been developing the Plan based on conversations and feedback with individuals and organisations in all parts of Nottingham and Nottinghamshire.**

Our engagement process has so far included all partner organisations from the NHS, doctors and nurses, local authorities (city, county, district and borough councils), the independent sector, voluntary organisations and the independent Healthwatch organisations. Information from other NHS improvement programmes taking place locally has also fed into our developing proposals.

We have hosted several meetings for members of the city and county Health and Wellbeing Boards and non-executive directors of NHS organisations, and held conversations and engaged in correspondence with local MPs.

We are now looking to extend these conversations with people across Nottingham and Nottinghamshire, making improvements to the Plan wherever we can.



## HOW YOU CAN FIND OUT MORE AND GET INVOLVED



Specific engagement and formal consultation will be planned to inform decisions about any significant changes to services as the STP is developed and implemented over the next five years. In the meantime, the STP partner organisations are keen to hear feedback on the draft plan which outlines key areas of focus and a general direction of travel for health and care services across Nottingham and Nottinghamshire.

Visit the website [bit.ly/NottsSTP](http://bit.ly/NottsSTP) - this website has a copy of the full Plan and the executive summary of the Plan.

- Comments and feedback can be emailed to [STP@nottscg.gov.uk](mailto:STP@nottscg.gov.uk) or sent to:  
STP FEEDBACK  
David Pearson  
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- Phone the STP programme office on 0115 977 3577.
- Contact your local NHS clinical commissioning group (CCG), provider of services or contact your local council.



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