

Executive Summary- looking back, looking forward

Our Dorset – Looking Forward sets out the collective vision of Dorset Integrated Care System (ICS) to make Dorset a place where everyone will start, live and age well and die with dignity no matter where they live or what their circumstances are.

This is the second Dorset ICS strategy and it builds on the significant progress we have made since our first strategy (Our Dorset Sustainability and Transformation Plan) was published in 2016. It focuses on delivering sustainable health and care services, shifting care closer to home, and delivering a radical scaling up of prevention to help people stay well. It recognises the opportunities that comes from brining services together within communities and how we can improve outcomes through personalised care, tackling inequalities and working more closely with the community and voluntary sectors.

Our challenges are well known. We have seen an increased demand for health and care services; which our investments to increase our workforce and the funding available are not able to keep up with. We have variation in life expectancy of the people of Dorset, variation in the quality of services and we are not delivering all of our NHS Constitution performance standards, particularly referral to treatment waiting times, cancer waits and diagnostics.

We are committed to focus our collective resources to tackle these challenges to ensure we deliver the best health and care services for the people of Dorset, with detailed plans in place for the next two years.

Our achievements

Workforce

In our drive to make Dorset a great place to work. We have engaged with our staff who have told us they want more opportunities to develop their skills and have more flexibility about where and when they work. To do this we have created a workforce hub for training, development and collaborative working; developed a 'Passport' platform across, primary, secondary and volunteer services enabling staff to move between settings, and established a talent management board. Our approach to recruitment and retention has seen us develop dedicated websites <http://www.doorwaytodorset.nhs.uk/> and <http://joinourdorset.nhs.uk/> as well as initiative such as 'Try Before You Apply' and 'Growing our Own'. Our local graduate schemes and Registered Nurse Degree Apprenticeship programme have also been successful, taking on its first 50 local apprentices in 2019.

Digital

Our ambition is for a digital first approach. We recognised the opportunities that are available through digital and innovative technologies, these have enabled people to better manage their care. The Dorset Care Record has been developed and is being rolled out across Dorset enabling people to tell their story once and improving communication between services and organisations, streamlining care. 'LiveWell Dorset' has been extended to reach over 20,000 people in Dorset providing online advice, support and signposting to services to improve people's health and wellbeing. Our 'WaitLess' app provides up to the minute travel information and the latest waiting times at our urgent and emergency care services. The implementation of the Maternity matters website (<https://maternitymattersdorset.nhs.uk/>) brings together all information a new mum needs to be in one space. We have up dated our infrastructure and have WiFi in all of our GP practices, and provided alternative to face to face meetings and consultations using video conferencing, Skype, e-consults, advice and guidance, virtual clinics.

Understanding and identifying the areas of greatest health and care needs is really important to us, so we can ensure that our services meet the needs of our communities. We have taken part in a national pilot programme which has helped us to identify people who are at risk of ill health or are already unwell or frail and to provide an integrated, holistic, personalised, coordinated response to their needs.

Wellbeing

We know that good health and wellbeing isn't just about health and care services. It's about having opportunities to play, learn and connect with people. It's about access to a safe environment to be active, a good home, employment and living in a safe, strong supportive community. Since 2016 we have increased supported living accommodation with more than 800 units for people with learning disabilities across Dorset. We have helped 1150 people with improvements to their homes to keep warm and healthy.

We have brought together health visitors and school nurses to work in a more integrated way to support school readiness, physical activity and family mental health. We have established our Dorset wide Safeguarding Children partnership to address a range of issues including people at risk of exploitation and parental issues such as domestic abuse and substance misuse.

Prevention

We know how important a healthy start in life is, and that lots of factors can affect this including breastfeeding and the health of parents. Through our programmes we have reduced the number of mums who smoke during pregnancy, we have enabled more children to be active through the Daily Mile, and supported more children to be physically and emotionally ready for school. We have supported people with existing health conditions such as diabetes through Diabetes Prevention courses and focussed on our environment by installing eight air quality monitors across Dorset.

Clinical Services Review

We have undertaken extensive public engagement on our Clinical Services Review and Dorset Clinical Commissioning Group approved the plans for reconfiguration of acute hospitals and integrated primary and community care services (<https://www.dorsetsvision.nhs.uk>). This has seen the coming together of the boards for The Royal Bournemouth and Christchurch Hospital NHS Foundation Trust and Poole Hospital NHS Foundation Trusts with a single Chief Executive, Chair and Director of Finance in place, with the rest of the Board to be in place by December 2019. We have also completed the building design plans developed and planning permission sought. Our processes have stood up to legal challenges by Judicial Review and Appeal.

We have opened a new Cancer centre at Dorset County Hospital NHS Foundation Trust to provide equity of access to cancer services for people living in the west of Dorset.

Integrated Community and Primary Care Services

Our investment of £6m in 2019/20 into Integrated Community and Primary Care Services has supported delivery of care closer to home and the development of community hubs (Alderney, Christchurch and Westhaven) and integrated health and care teams across Dorset.

The Westhaven hub is open seven days a week, and bring together health and social care co-ordinators who take referral calls about patients from GPs, the county council's adult social care team, Dorset County Hospital and other agencies. They help assess what kind of care is required and, liaising with professionals based at the hub, ensure the right support is provided as quickly as possible, in a co-ordinated way. Staff from the various partner agencies also

meet every day for a 'virtual ward round' to discuss ongoing cases and ensure patients' wider needs are met, not just the problem which triggered the initial referral. All people seen (including those in care homes) have in place anticipatory care plans which are shared with ambulance services. This service has now been extended to include a acute visiting service who visit people in their homes.

Our Christchurch Health Hub provides x-rays, blood and therapy services and has a doctor's surgery, pharmacy, care home and assisted living accommodation bringing to life our vision for integrated care in a community setting providing convenient access and allows health care profession to support their patients outside of an inpatient facility.

We have introduced leg ulcer clinics run by volunteers and practice nurses and health care assistant form both the GP practice and community health services in Portland has not only improved the quality of care but has also reduced social isolation and has built a community response through bringing people together in a friendly open atmosphere where not just physical health conditions are tackled but also emotional such as loneliness.

During 2019 we have developed 18 Primary Care Networks (PCNs) with cohesive leadership and forward plans. We also have collaborative practice growing 200+ volunteers in primary care offering non-medical solutions.

Mental Health

People in Dorset now have improved access to mental health services for children and adults including two community retreats (Bournemouth and Dorchester) and three front rooms (Bridport, Shaftesbury and Wareham), for people living with mental health conditions, further implementation of steps to wellbeing for people with long term conditions and implementation of an online counselling app 'Kooth' for children. We have psychiatric liaison teams based within all of our hospitals to provide advice, assistance and psychiatric opinions/diagnosis of patients in hospital wards, as required, to ensure all patients have access to mental health care and support should they need it.

Dementia Services

We have also completed a review of Dementia services which sets out plans to improve services for people with dementia, their families and carers (<https://www.dorsetccg.nhs.uk/dementia/>), we will now review the feedback we have received and consider this alongside a range of other evidence and information, which will be used to help the CCG's Governing Body to make its final decision in late 2019.

Learning Disabilities

We have in place a multi-agency board overseeing the implementation of our Transformation Plan for Dorset. We have increased the number of supported living accommodation units, and introduced a specialist care and support framework for people with complex needs. In supporting you people to successfully transition between children and adult's services we have introduced a preparing for adulthood team. Through providing information, training and multi-disciplinary support they can live happy, healthy and independent lives for as long as possible. We have also support people to stay safe within their comment with over 150 safe places, running Keeping Safe events for those that are victims of crime, to have their say through the courts.

Planned Care

Increasingly we have brought together commissioner programmes with provider quality improvement initiatives so we have a single approach to the development of pathway and demand management for planned care. We have implemented the Electronic Referral System

as part of our approach to a paper free NHS, developed virtual clinics, where people don't have to go to the hospital and electronic advice and guidance for GP's, consultant connect, teledermatology, referral management programme such as Musculoskeletal triage which has ensured people are seen by the right team at the right time.

Integrated Urgent and Emergency Care

The increasing demand for urgent and emergency care services is a significant challenge. To support this, we have developed two urgent treatment centres which provide people with access to assessment, diagnostic and treatment for minor injury and illness. We are testing the four hour clinical standards at Poole Hospital which will inform both the national and local learning and roll out.

Ambulance Services

As coordinating commissioner, we have worked with seven STP areas and South Western Ambulance Service NHS Foundation Trust (SWASFT) to develop and agree the NHS 999 ambulance contract on behalf of all commissioners in the South West. We have also secured increased investment in ambulance services which will see an additional 10 ambulances and 65 staff across Dorset.

Quality including Safeguarding

We are proud that recent Care Quality Commission inspections of our organisations have identified areas of good practice with all three of our acute providers improving their CQC rating from requires improvement to good and our community provider being rated outstanding. We have established a multi-agency safeguarding children's partnership to further strengthen the safeguarding of children and you people across the county.

Financial Collaborative Agreement

Our Joint Collaborative Financial Agreement was the first for an ICS and showed the commitment of the system to agree a financial architecture which would ensure that we work collaboratively to deliver system control totals. It also set out joint plans for demand management with provider organisations leading the programmes of work, a change in the traditional approach to the commissioner taking the lead.

Research

With Bournemouth and Southampton Universities and regional and national research bodies we have formed Research Active Dorset (RAD). This is the first of its kind to form across an ICS, removing the traditional organisation and practice barriers to build on the development of world class research development across Dorset which have impact locally, nationally and internationally.

Local Government Reform

We have successfully completed the Local Government Reform which has seen nine councils across Dorset replaced with two- Bournemouth, Christchurch and Poole Council and Dorset Council.

Our future plans

We have achieved a great deal but we know there is much more to do.

Transforming Outpatients

Over the next two years will focus on Transforming Outpatients, Dermatology, Ophthalmology, Trauma and Orthopaedics, and Endoscopy as we believe these programmes will provide the greatest opportunity improve access to services for people of Dorset and deliver referral to

treatment, waiting times, cancer waiting times and diagnostics. In doing this, by 2020 we will have piloted online video consultations for acute hospitals for rheumatology, urology, dermatology, cardiology, diabetes, gastroenterology, haematology and then extend to all services from across Dorset from December 2020. We will automate our eRS referral process across all specialities by June 2020 and from April 2020 we will start to implement our patient initiated follow up programme which will include virtual review of tests and risk stratification, reducing unnecessary visits to hospital, waiting times and release the clinical teams to see more patients in a timely manner.

Workforce

Through focusing on and better understanding our workforce we will work with Health Education England to expand the number of nursing placements by over 40% over the next five years. Through 'Growing Our Own Workforce', we will see an additional 250 registered degree nurses by 2027 and train an additional 452 nurse associates and 100 pharmacy technicians by 2025. We will continue to roll out our 'Try Before You Apply' and recruitment programmes, support more allied health professionals and increase development of clinical specialist skills to support developing primary care networks, dermatology, musculoskeletal, spinal triage, frailty, cancer, social care roles in GP surgeries (e.g. physiotherapists), in line with our ambition to provide care closer to people's home.

Digital

We will continue to embrace digital and innovative technologies to improve health and wellbeing outcomes, enable better communication between services and to support integration of services and flexible working. This will see us roll out Microsoft 365 and Windows 10 across all of our NHS estate, further develop of our intelligent working programmes so that we have a county wide picture of our population health to inform services changes, and targeted care for people. So people only tell their story once we will complete the roll out of our Dorset Care Record and wider Wessex Care Record. Enabling us to deliver alternative settings of care and allow people to be seen in different ways such as virtual consultations. We will support primary care network development and digitalisation of our community hubs and ambulance hubs. We will continue to keep people independent and living in their homes reducing or delaying the need for more intensive or costly care through providing assistive technologies and using artificial intelligence such as wearable devices (trackers/ alarms).

Wellbeing

We will increase our focus on the wider aspects which affect people's health and will further align the plans of our two local authorities with health in order to integrate our approach to improving the health and wellbeing of the people who live in Dorset.

Prevention Kirsty updating

Clinical Services Review

In line with our ambition to create a specialist planned and emergency hospitals in the East of the county, we plan to see the merger of the Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust and Poole Hospitals NHS Foundation Trust in 2020 and by 2025 we aim to have completed the Women's, Children and Emergency Centre and the theatre development.

We will look to develop plans for the existing A&E at Dorset County Hospital NHS Foundation Trust, to ensure there are the right size facilities to meet the growing demand on the service.

We will further develop our networked clinical services across Dorset and complete the One Dorset Pathology reconfiguration programme, which includes the replacement of the

pathology laboratory information system from November 2020 and a single hub laboratory by June 2021. By 2025/ 26 we will implement our plans for digital histopathology will enhance the current cancer diagnostic pathway through better use of specialist report and adoption of artificial intelligence.

Integrated Community and Primary Care Services

There will be continued to investment in integrated community and primary care services and primary care network development. This will see us fully implementing our community hub and integrated care teams and national specifications for Primary Care Networks, this will support us to better manage the demand in our acute hospitals by providing alternative settings of care for those people who do not need to be seen within an acute hospital. By 2021 we will have implemented the three programmes within our Estates and Technologies Transformation Plan which includes and we will progress our plans for a purpose built integrated care hub in Wareham which will include a GP practice and key worker housing and more homes.

By 2020 all of GP practices will have access to online consultations and video consultations by 2021 provide people with alternatives to face to face consultations, improving the quality and experience of care.

Our pharmacies are integral to delivering our prevention programmes and supporting people to manage their long term conditions such as respiratory disease where we have pharmacist training and advising people on how to use inhalers and manage their condition. Within our Primary Care Networks there will be more pharmacist, they will be jointly appointed as part of a clinical network cross acute, community trusts and community pharmacies. By 2020 all acute hospitals will have electronic prescribing and medicines administration systems and we will roll out electronic dispensing to increase efficiency and reduce waste.

Mental Health and Dementia

Following decisions to be made in late 2019, we will implement the outcomes of our dementia which will improve dementia services in Dorset to make sure people living with dementia, their families and carers, receive the same high quality, compassionate care from diagnosis to end of life care across Dorset (<https://www.dorsetccg.nhs.uk/dementia/>). Our preferred option would improve access to advice and support thorough the national dementia helpline and dementia directory and website. A smoother and quicker diagnostic process by referring people directly to the Memory Assessment Services from their GP, advanced nurse practitioners, supervised by consultants would help diagnose less complex cases and the neuropsychology service assisting with more complex cases. Joined up services through one main providers and community based teams, better support for people living with dementia including those diagnosed at a younger age through dementia care co-ordinators and young onset co-ordinators, dementia roadshows, cognitive stimulation therapy groups, in reach services and community mental health team for older people. When people are experiencing a crisis we will support them through a local help, intermediate care services, day hospital services and specialist in patient's beds.

We will continue to invest and build on the work to improve community mental health services to provide a 24/7 response, develop all age psychiatric services and expand and improve perinatal mental health services.

To achieve this, we need to invest in our estate. We will develop our mental health estates and will aim to reconfigure St Ann's Hospital and build a new ward at Alderney hospital to support the implementation of our acute care pathway. We will also relocate our eating disorders services and modernise our inpatient adult's mental health services. In doing this we will increase the children and adults psychiatric intensive care unit.

We will focus on ensuring the right support for children and young people with emotional and mental health wellbeing needs implementing integrated services for crisis resolution and home treatments and invest in children and young people's health and wellbeing, joining up exiting services across health, care and education, making sure we have the basics right so children can reach their full potential. By April 2020 we will have three school based mental health support teams and crisis home treatment teams.

Learning Disabilities

Increasing the number of annual physical health checks and supporting people with a learning disability to live at home or in settled accommodation is a key to supporting our vision of improving health and wellbeing and enabling people with learning disabilities to use their strengths to live as independently as possible.

Integrated Urgent and Emergency Care

Further implementation of our integrated urgent care services will provide 24/7 NHS 111, out of hours GP services, clinical assessment services; this will ensure people to have care outside of the acute hospital settings. Throughout 2019/20 we will introduce same day emergency care to support people being seen and treated on the same day, rather than having to stay in hospital overnight, and if people do need to stay overnight we will focus on supporting people to leave hospital seven days' a week.

Ambulance Services

In Dorset there will be 10 more ambulances, an additional 65 staff providing 451.5 additional hours per week working in South Western Ambulance Services. We will focus on reducing the number of handover delays so people are seen in the right time, in the right place.

Continuing Health Care

Building on the work we have already done to implement our continuing healthcare (CHC) transformation plan, by 2021 we will have streamlined our processes and standardised and automated our documentation- providing improved access, consistent information and high quality service for people in receipt of CHC and their families.

Integrating Support Services

As well as integrating front line services we will look to bring together our back office services, ensuring sustainability, standardised processes and more efficient high quality services. In 2019/20 we will take forward work to align the procurement functions across Dorset.

We will review and consider opportunities to align business intelligence (BI), workforce and Human Resources, communications and engagement, building on the progress we have already made such as informal system working with system wide leads for medicines management, communication and engagement, Information Technologies and Business Intelligence.

We can only achieve the ambitions we set out in this plan by working together. We will build on the progress we have already made, bringing together all partners in Dorset ICS so people in Dorset can access truly integrated care – community, primary, acute, specialist, physical and mental health and health with social care.