Wiltshire Health and Care "Delivery Plan on a Poster" – 1 Year, 2019-2020

WHC themes	NHS Long Term Plan themes	Cross-cutting themes	Delivery Plan Objectives

Improvements delivered using baseline resources.

Proposed service developments, subject to commissioner support and funding.

WHC themes	NHS Long Term Plan themes	Cross-cutting themes	Delivery Plan Objectives	Objectives		Q1	Q2	Q3	Q4
A service delivered in partnership / Higher intensity care / Community-based urgent care / *(Responsive expert community services)*	**[1]** A new service model for the 21st Century	Public and Patient Engagement (how we will engage to deliver the plan) / A Quality Focus (this will inform our Quality Accounts)	Implementing a new model of care	**1. Start well, live well, stay well, age well**	• Increase the number of staff attending **Making Every Contact Counts training**.	⚠	→		
					• Continue to use our systems and contacts to prompt **preventative discussion and lifestyle advice**.	⚠	→		
					• Continue to maintain good access to treatment with over **92% of people treated within 18 weeks**.	⚠	→		
					• Define an optimal service model and pathway for **First Contact Physiotherapy** with primary care colleagues.	⚠		✓	
					• Increase the number of areas where **First Contact Physiotherapy** is delivered.	➕			✓
				2. Live well with one or more long term conditions	• Expand the provision of **structured education and digital self-management** support tools.	⚠	✓		
					• We will contribute to the development of the 'whole life' pathway to ensure the needs of patients with **Learning Disabilities** are recognised and addressed within the developing model of health and social care provision	⚠			✓
					• Develop a **single unified pathway for diabetes**	⚠	✓		
					• Develop a **common model for the provision of specialist advice** and support for people with long term conditions	⚠		✓	
					• Reduce **wheelchair waiting times** so the 18 week RTT target is always achieved	⚠	→		
					• Reduce waiting times for patients waiting for **wheelchair repair**.	⚠	→		
					• We will develop **personalised wheelchair budget systems**	⚠			✓
					• We will introduce a stock management system for **wheelchairs**.	⚠	✓		
					• Develop a proposal for a Wiltshire-wide model for **community heart failure**, in partnership with the 3 cardiology depts.	➕	✓		
					• Case for change created which defines the benefits of **expanding the WHC Oxygen service** to south Wilts.	➕	✓		
					• Provide commissioners with a costed options appraisal to **expand pulmonary rehabilitation**.	➕			✓
					• Put in place arrangements to support the use of **Diasend** for Wiltshire community patients.	➕	✓		
				3. Support for complex comorbidities /frailty	• Work with the CCG to develop a proposal for **pain management** services across Wiltshire	➕	✓		
					• Define the **pathway for the management of frail patients** outside of hospital, and present the funding requirements to commissioners.	➕	✓		
				4. Accessible effective support in crisis	• Robust improvement plan in place to deliver improved resilience in our **Minor Injury Units**.	⚠	✓		
					• Trialled **physiotherapists in MIUs**, evaluated impact of this by the end of Q4.	⚠			✓
					• Work with commissioners to clarify the specification for **Urgent Treatment Centres** in Wiltshire.	➕	→		
					PRIORITY ◎	➕			✓
					• Work as part of the Wiltshire Delivery Group to develop a proposal for an increase and streaming of **rapid response services**.				
					• As part of the design of rapid response services, we would look to deliver the full **falls pathway** across Wiltshire.	➕			
					• Proposal for the delivery of **IV therapy** in the patient's home for south Wiltshire.	➕	✓		
				5. High quality person-centred specialist and acute care	• **Red and Green** - By the end of Q2, we will have embedded red and green methodology fully on all inpatient wards.	⚠	✓		
					• **Align the Acute Trust Liaison service** to the Wiltshire Patient Flow Hub.	➕	✓		
				6. Good hand over and discharge planning and post support	• We will **reduce the number of bed days** occupied by patients with an acute length of stay of 21 days or more waiting for discharge to Pathway 1 and Pathway 2.	⚠	→		
					• By Q3, we will **reduce length of stay** in community hospital beds to be in line with national benchmarks for 19/20 to release capacity for winter.	⚠		✓	
					• Develop the Wiltshire **Patient Flow Hub** further to **increase coordination of Home First+ discharges**.	➕	✓		
					• **Align** the Wiltshire **Patient Flow Hub** with **Wiltshire Council patient flow processes**.	➕	✓		
Healthy independent lives	**[2]** More NHS action on prevention and inequalities			**7. Effective rehabilitation and reablement**	• Complete the **roll out of the Home First + pathway with Wiltshire Council** in all localities.	⚠	✓		
					• **Stroke rehabilitation** reviewed, and proposal to increase rehabilitation at home.	➕	✓		
					• By the start of Q1, we will define the preferred model for **clinical input into ICT beds**.	➕	✓		
					• Propose **new approach for fracture clinics**.	➕	✓		
Best practice: normal practice	**[3]** Further progress on care quality and outcome			**8. Person centred, dignified, long term care**	• By Q3, we will develop a proposal for **increased support to care homes** to prevent escalation.	➕		✓	
				9. Support, control, and choice at the End of Life	• Processes formalised to provide **care support** to patients who have a **diagnosis of a terminal illness** but who are not yet entering the final phase of life.	⚠		✓	
				10. Integrated services to provide person-centred care	**PRIORITY** ◎	⚠	→		
					• Review and reorganise management of caseloads in community teams and working with GP practices.				

WHC themes	NHS Long Term Plan themes	Cross-cutting themes	Delivery Plan Objectives	Objectives		Q1	Q2	Q3	Q4
Broadening skills	**[4]** NHS Staff will get the backing they need		Developing our People	**Developing our People**	• We will undertake an **agency diagnostic**, using an NHSI tool, to support on-going development.	⚠	✓		
					• By Q2 we will **review and renew appropriate agency staff framework agreements**.	⚠			✓
					• By Q2 we will **improve our board reporting** so that it includes additional information (including agency spends).	⚠	✓		
					• By Q4 we will **implement E-roster** across all services at team level.	⚠			✓
					• By the end of Q4, we will have **increased the number of people recruited to our bank by 25%**.	⚠			✓
					• By the end of Q4 we will **increase our voluntary workforce by 10-15%**.	⚠			✓
					• Commence recruitment of **physiotherapy rotational posts** in three areas.	⚠	✓		
					• Develop and deliver training from a **new education and training hub** at Savernake Hospital.	⚠		✓	
					• Develop and deliver an **Acuity and Dependency tool** across all community wards - aligned to e-rostering.	⚠		✓	
					• By Q2, we will develop and **deliver Clinical Leadership pathways**.	⚠	✓		
					• From Q1 we will implement a **new value based appraisal process**.	⚠	✓		
					• By Q2, we will review the current Advanced Nurse Practitioner/ Advanced Care Practitioner role and competency framework in community in-patient settings, and set out a revised proposal to maximise the potential of the role and the community hospital delivery model.	⚠	✓		
					• By Q2, we will recruit **and embed medical doctors to support clinical leadership and delivery of the clinical governance agenda**.	⚠	✓		
					• By Q2, we will review, and **implement the Health and Wellbeing charter**, through **health and wellbeing forums**. We will evaluate its impact through staff survey results.	⚠	✓		

Objectives		Q1	Q2	Q3	Q4
	Implement a performance review system with Health and Wellbeing an integral part of the process.	✓			
	From Q4, we will **align our SAFER staffing project to our health and wellbeing charter**.				✓
	Up-skill key staff within the Human Resources and Learning & Development team to support and deliver **organisational development**.			✓	
	Scope the development and delivery of **non-medical consultant roles in community settings**, and produce a paper for consideration by our commissioners by the end of Q1.	✓			

Leading the way | **[5] Digitally-enabled care will go mainstream across the NHS** | **Supporting our services and patients with good IT**

Objectives		Q1	Q2	Q3	Q4
Strengthening foundations	By the end of Q1, we will have completed the migration of all N3 links on to more cost-effective and fit for purpose infrastructure (**HSCN**).	✓			
	We will have established and begun a rolling replacement programme for our **desktop estate**.				✓
	By the end of Q4, all Wiltshire Health and Care computers will have **migrated to Windows 10**.				✓
	An **Asset management system** for Wiltshire Health and Care's digital ICT will be in place by the end of Q3.			✓	
	We will have an agreed 'to be' **network design and migration plan**, and work will have begun to deliver it.			✓	
Supporting our teams to work efficiently	We will have gone live with a dedicated **Wiltshire Health and Care intranet**.	✓			
	We will be in a position to run a competitive tender for a **new telephone system provider**.		✓		
	We will have established a project to procure and implement the **new telephone system**.			✓	
Supporting digitally enabled health care	By the end of Q4, Wiltshire Health and Care will be **"fax free"**.				✓
	Ongoing participation and engagement in the **BSW STP interoperability programme**	→			
	We will generate a specification outlining Wiltshire Health and Care's future **business intelligence requirements**			✓	
	If the commissioners confirm that they are supportive of a move to **SystmOne for our wards** by the end of Q1, we will initiate the project to implement this by the beginning of Q3.			✓	
	Support care homes delivering intermediate care to use SystmOne as clinical system (ensuring our system is shared appropriately)		✓		
	We will develop a project to provide a **text-based advice and guidance service for patients** (e.g. Diabetes patients) to help support appropriate condition management.			✓	
	We will **explore increased use of wearable technology and remote monitoring with partners**.				✓

More for your money | **[6] Tax payers investment will be used to maximum effect** | **Supporting our patients and staff with physical infrastructure that better meets need**

Public and Patient Engagement (how we will engage to deliver the plan)

A Quality Focus (this will inform our Quality Accounts)

Objectives		Q1	Q2	Q3	Q4
Improve quality and efficiency of existing accommodation	**Specialist community services (including lymphedema) co-located** on the Chippenham Community Hospital site. The first phase of **backlog maintenance and service consolidation works**.	✓			
	The first phase **backlog maintenance** will have been completed and space planned to support efficient effective patient care in **Warminster Community Hospital**.	✓			
	Scoped options for the provision of compliant, safe, **ward accommodation** in the **Warminster Hospital** building will be available.		✓		
Transformed estate to support new models of care	We will facilitate a long-term sustainable **solution for the provision of soft FM services** across Wiltshire community sites.		✓		
	New lease negotiation for the community team within **Ludgershall Health Centre**.	✓			
	New lease negotiation for additional space for the community team in the new Wiltshire Council Community Hub in **Tisbury**.	✓			
	Sufficient space available to deliver community **physiotherapy activity in the south** of Wiltshire, including Hydrotherapy, and the associated leases negotiated.		✓		
	Sufficient space available to deliver **community diabetes and dietetic care in the south** of Wiltshire, associated leases negotiated.		✓		
	We will work with Wiltshire CCG and their consultants to work up the detail for the business cases to deliver the **new integrated care centres in Devizes and Trowbridge**.	→			
Financial sustainability and productivity	**2.5% of our resources will be released** from planned expenditure for reinvestment to support services.	→			
Environmental sustainability	We will establish a **sustainability group** within our governance structure.		✓		
	We will produce a **Sustainable Development Action Plan** for 19/20 for agreement by the Board.		✓		
	We will develop a **sustainable Travel Plan** using The Health Outcomes of Travel Tool, and refresh our related policies.				✓
	We will communicate our **travel strategy** and related policies to all of our stakeholders, with particular attention being given to raising awareness of the low carbon travel alternatives available to staff, patients and visitors travelling to site				✓
	We will develop a **'Paperless programme'** including a reduction in paper usage, printing, postage costs				✓
	We will develop an **engagement plan for our sustainability efforts** (to engage and encourage support for carbon reduction from staff, patients, visitors, suppliers and the local community).		✓		
	We will have reviewed and drafted **a plan to improve our data collection to support sustainability monitoring** and reporting within Wiltshire Health and Care.		✓		
Quality focus	Throughout 19/20, Wiltshire Health and Care will collaborate with West of England Academic Health Science Network to **develop and implement an Early Warning Score for people with Learning Disabilities**.	→			
	Wiltshire Health and Care will **increase the Public and Patient voice within the organisation by the development and delivery of a forum**.		✓		
	In Q1 we will implement new clinical risk software to improve incident reporting and risk management.	✓			
Equality and Diversity (E&D)	We will carry out a survey of how staff members feel about the E&D culture at Wiltshire Health and Care	✓			
	We will produce an Equality and Diversity Action Plan for 19/20 for agreement by the Board.		✓		
	We will identify and build an E&D dataset to support the delivery of our E&D Strategy and Action Plan.		✓		
	We will develop a communication and engagement plan to support the delivery of the E&D Action Plan.		✓		
Patient and Public Involvement	We will establish a patient and public involvement group for Wiltshire Health and Care (either by reaching agreement to extend the scope of an existing group or by developing one of our own).		✓		
	We will hold patient and public involvement group listening events				✓
	We will draft a proposal for how we can involve patients and the local public in the following areas: staff recruitment and induction; when carrying out service specific workshops.		✓		
	We will create and maintain a database of people who wish to actively participate in service development discussions and regularly communicate with them.		✓		
	We will define our approach for how we will listen to the voice of children who use our services.		✓		
	We will define our approach for how we involve our patients and the public in our Clinical Reference Group.		✓		

We would like to say a big thank you to all our staff and stakeholders who contributed ideas, thoughts, and feedback on the development of this plan.