

**Gloucestershire Health and Care Overview and
Scrutiny Committee (HCOSC)
9 January 2018**

**NHS Gloucestershire Clinical Commissioning Group
(GCCG)
Clinical Chair and Accountable Officer's Report**

1. Introduction

This report has been reformatted to reflect better the new Sustainability and Transformation Partnership (STP) reporting arrangements to HCOSC.

Section A provides a general NHS Gloucestershire Clinical Commissioning Group (GCCG) commissioner update, incorporating a National consultation section.

Section B provides a CCG commissioner update focussing on primary medical care.

Section C provides Trusts' updates from: ²gether NHS Foundation Trust (²GNHSFT); Gloucestershire Care Services NHS Trust (GCSNHST) and Gloucestershire Hospitals NHS Foundation Trust (GHNHSFT).

Sustainability and Transformation Partnership and Plan (STP)
Sustainability and Transformation Partnership Lead Report is provided as a separate agenda item.

**2. Section A: Local NHS Commissioner Update,
Gloucestershire Clinical Commissioning Group
(GCCG)**

These are items are for information and noting.

2.1 Flu Immunisation for frontline staff – data to be updated

The CCG is working collaboratively to prevent infections by maximising the uptake of required vaccinations (especially influenza) in at-risk patient groups, care home staff, children and all community and hospital healthcare workers.

Key actions include:

- Vaccination of frontline healthcare workers prevents the spread of influenza. This campaign is being led by Working Well. The CQUIN target is 70% uptake. Frontline Health Workers uptake of flu vaccination has exceeded previous years and currently two hospitals (GHNHSFT & 2G) have met their CQUINN Target. GCS is close to meeting their target.
- NHS England has recently informed the CCG that it is going to make flu vaccination available to care workers in care homes. The roll out plan is still to be announced.
- Vaccination of risk groups e.g. the elderly, the very young, and people with underlying medical conditions are at a greater risk of suffering severe illness. The target for most categories is 65% uptake. The current position is a slightly lower uptake than last year. Flu vaccination uptake is monitored weekly. The CCG has distributed leaflets to community pharmacists to be included with dispensed medications as a prompt. While distributing the leaflets it was noted a number of pharmacists have stopped offering flu vaccinations. Therefore a survey is being undertaken of GPs and community pharmacists to determine the extent of the practice. At the same time we are contacting GP practices to encourage them to deliver flu vaccinations until the end of March 2018.
- Flu vaccination for primary school children has shown benefits to the children and the broader community. Research completed last year in 5 pilot studies in the UK demonstrated a reduction in GP consultations for influenza-like illness in children by 94%, and adults by 59%, children A&E respiratory attendances by 74% and hospital admissions for confirmed influenza by 93%.

2.2 Winter Planning

The GCCG urgent care team has been working closely with providers to ensure an effective winter plan and ensuring that escalation processes are in place. This year, in partnership with Gloucestershire County Council, investment has been put in place which will support improved flow, performance and patient outcomes over the winter period. This includes enhanced support for patients at home and additional community and bed based capacity.

As part of our commitment to working together as system partners a multi-agency winter flow taskforce has been set up. This taskforce will build upon the work which has been undertaken to develop system wide professional standards, effective discharge planning, coordinated seamless handovers and making the most effective use of support at home, community and bed based capacity.

This work is being further supported by a comprehensive communications campaign, which provides practical advice and support to the public on how to access services appropriately.

2.3 ASAP Campaign

The NHS in Gloucestershire launched the ASAP Winter campaign on 13 November 2017 across a number of channels.

The visuals, under the banner 'Some people really need A&E, Do you?' provide clear advice for people if they are ill and injured and not sure where to turn. The campaign advises people to download the App (ASAP Glos NHS), Search the ASAP website (www.asapglos.nhs.uk), Ask NHS 111 (give them a call) or pop into their local pharmacy.

The ASAP App and website allows users to 'Search by Service' or 'Search by Condition', with a step-by-step guide through symptoms, self-care advice and signposting to the appropriate NHS service/s if needed. It also includes service opening hours as well as location information.

The campaign includes a film featuring in Facebook adverts and in GP surgery waiting areas, radio, press and on-line adverts, distribution of eye catching promotional material and outdoor (bus) advertising.

2.4 4-hour Emergency Department (ED) performance

4-hour ED performance has notably improved during the end of October and into November.

This improved performance has been driven by a number of factors including:

- Strengthening of operational management and clinical leadership.
- CCG investment in the GP in the ED service and additional primary care capacity.
- Targeted investment in community based services that divert activity, where appropriate, away from the two Emergency Departments including significant investment from the Better Care Fund through GCC.
- Continued focus on flow and effective discharge.

2.5 Community Hospitals in the Forest of Dean: Public Consultation

A twelve week public consultation on community hospitals in the Forest of Dean commenced on 12 September 2017 and concluded on 10 December 2017. The Outcome of Consultation is covered under a separate item for this HCOSC meeting.

2.6 Non - Emergency Patient Transport Services (NEPT) Eligibility Review

Patient transport is a non-emergency service offered to people who cannot get to their hospital appointments because their health condition impacts on their ability to use routine transport (cars/trains/buses /taxis/wheelchair taxis). Gloucestershire CCG currently spends approximately £4M per annum on this service

A number of CCGs across the South West are working together to develop a consistent approach to eligibility for NHS-funded patient transport. National eligibility criteria were set in 2007. However, these have been subject to variation in local interpretation, agreed exclusions and the way that eligibility is applied. The CCG's aim is to ensure that NHS-funded non-emergency patient transport is provided in a fair way for all those who need help getting to hospital appointments.

Equity of entitlement to NHS-funded non-emergency patient transport hinges on all patients being considered against a common eligibility assessment, which in turn may necessitate the removal of any existing automatic entitlements.

In support of this aim, the CCGs agreed a short patient/public questionnaire to help inform the process. This survey, which was widely distributed, was open to both users and non-users of NEPT. The CCG will then determine whether any changes to current eligibility arrangements are required. Further engagement will be undertaken e.g. with patient representative groups, as appropriate.

2.7 Hot Topics in Health and Care Conference

In November 2017 GCCG and Gloucestershire County Council (GCC) hosted the second annual Hot Topics in Health and Care Conference. 201 delegates attended the conference from a range of work settings including care homes, nursing homes, domiciliary care and agency nursing staff. Members of the local health community delivered a range of presentations on topics such as: end of life care; nutrition; and pressure ulcer prevention and identification. There were also presentations on safeguarding, infection control and education.

In addition to the presentation sessions, delegates were able to access an information marketplace providing further information and resources on the topics discussed on the day. Badham's pharmacy was also in attendance and provided free flu vaccinations funded by GCC Public Health under their flu vaccination programme.

A full evaluation of the event will be undertaken and it is hoped this will become a regular annual event, providing learning and information to this key staff group within the Gloucestershire health community.

2.8 Procurement update

Procurement staff are working on a variety of procurement projects which include the provision of a primary medical service and urgent care centre in Gloucester city centre together with a primary medical service at Matson. This work is expected to conclude in a 10-year APMS contract term starting in May 2018.

In addition, other procurement schemes are in progress for provision of Emotional Support for Victims of Sexual Violence, Online Counselling Services for young people, Stroke Befriending and Health Coaching services. These services are expected to mobilise in early 2018.

2.9 Learning Disability Update

The Learning Disability Partnership Board continues to play an active role in joining up health and social care and providing feedback on how the lives of people with a learning disability are being impacted.

Transforming Care

We continue to meet our commitment to deliver timely CTRs (Care and Treatment Reviews) for each person placed in in-patient units, whether placed in county or out of county. These are now 100% up to date. Blue-light Meetings are also routinely held to attempt to prevent all further admissions to in-patient units wherever possible. Mortality reviews for people with a learning disability are a national requirement. The CCG has now formed a multi-agency review group and individual deaths are now routinely reviewed. A newsletter describing progress has been published and more communication directed at GP practices is being planned.

Shared Lives-NHS England Joint Project

We have been informed that the GCC and the CCG have been accepted as trailblazers to lead on the expansion of the Shared Lives service. This provides for three years of a funding partnership with NHS England, as well as access to expert advice.

Employment

The GEM (Going the Extra Mile) project has just had its first year's anniversary party. This project provides work opportunities for those people furthest from the labour market. Funded by the Big Lottery Fund, this programme provides employment mentoring to a wide range of people with a disability. A number of vulnerable individuals have already been placed in employment. The first anniversary celebration received high praise from many people who attended.

A full time employment liaison person to further the efforts of people with disabilities gaining access to employment opportunities has been appointed.

An internship programme to take disabled school leavers and place them into integrated work/learning opportunities is now being expanded having achieved significant and successful results in its first year of operation.

3. Department of Health and NHS England Consultations

Information regarding Department of Health consultations is available via the GOV.UK website:

https://www.gov.uk/government/publications?publication_filter_option=consultations

Information regarding NHS England consultations is available via the NHS England website: <https://www.engage.england.nhs.uk/>

These websites also include responses to closed consultations.

3.1 Relevant open Department of Health consultations

Introducing 'opt-out' consent for organ and tissue donation in England

<https://www.gov.uk/government/consultations/introducing-opt-out-consent-for-organ-and-tissue-donation-in-england>

The Department of Health has launched a consultation about organ and tissue donation. The government wants to know what people think about proposed changes in which people are considered willing to be an organ donor after their death, unless they have 'opted out'.

The consultation asks people to think about how the changes to the system should be made, and what else they think the government needs to consider.

The defining issues of the new system are:

- how much say families have in their deceased relative's decision to donate their organs
- when exemptions to 'opt-out' would be needed, and what safeguards would be necessary
- how a new system might affect certain groups depending on age, disability, race or faith

This consultation closes at 11:59pm on 6 March 2018.

Transforming children and young people's mental health provision: a green paper

<https://www.gov.uk/government/consultations/transforming-children-and-young-peoples-mental-health-provision-a-green-paper>

The government is asking people for their views on a green paper setting out measures to improve mental health support for children and young people. The green paper focuses on earlier intervention and prevention, especially in and linked to schools and colleges.

The proposals include:

- creating a new mental health workforce of community-based mental health support teams
- every school and college will be encouraged to appoint a designated lead for mental health
- a new 4-week waiting time for NHS children and young people's mental health services to be piloted in some areas

This consultation closes at midday on 2 March 2018.

Promoting professionalism, reforming regulation

<https://www.gov.uk/government/consultations/introducing-opt-out-consent-for-organ-and-tissue-donation-in-england>

This consultation seeks views on proposals to reform the regulation system for healthcare professionals in the UK.

This consultation closes at 11:59pm on 23 January 2018.

3.2 Relevant open NHS England consultations

Modernising radiotherapy services in England - Consultation on proposed service specification

<https://www.engage.england.nhs.uk/consultation/radiotherapy-service-specification-consultation/>

NHS England has launched a consultation on radiotherapy services. The consultation is seeking feedback on a new specification for adult radiotherapy services.

Radiotherapy is a core part of modern cancer treatment. It can cure cancers, can assist in alleviating symptoms and is cost effective. It is second only to surgery in its effectiveness in treating cancer and around 40% of patients who are cured receive radiotherapy as part of or the whole of their treatment.

The development of the proposed service specification sits alongside NHS England's £130 million investment in radiotherapy equipment, which was announced last year and is aimed at delivering the vision for radiotherapy services. The proposed specification sets out how modernised services should be organised across England so that patients can access sustainable, high-quality and safe treatment. It also describes the benefits of doing things differently, and why the changes are needed

The specification has been developed by talking to doctors, nurses, radiographers and public and patient engagement groups and was informed by a period of stakeholder engagement in 2016.

The extended consultation period runs from 18 October to 24 January 2018.

3.3 Department of Health Policies

The following web link provides access to Department of Health Policies:
<https://www.gov.uk/government/policies?keywords=&organisations%5B%5D=department-of-health>

4. Section B: Gloucestershire Clinical Commissioning Group (GCCG) primary medical care commissioning update

These items are for information and noting.

4.1 Primary Care update

The CCG, in conjunction with the freelance Local Medical Committee GP representative, organised and hosted an extremely well attended event for Locum and newly qualified GPs in October 2017.

73 GPs attended with sessions covering training in Basic Life Support, Child Safeguarding and Prevent plus a range of CCG updates given by GP clinical Commissioning Leads. Feedback was so overwhelmingly positive that this is likely to become an annual event.

Two cohorts of Practices accepted on to the Productive General Practice programme. Feedback from practices taking part in the programme is very positive. All 35 practices are working on their first chosen module, supported by visits from their coach. Also as part of the Time for Care programme, a second

cohort of our local General Practice Improvement Leaders training took place in October 2017, with a good mix of clinical and support staff attending. Once again, the feedback was excellent from those who attended. Planning has commenced for next year's quality improvement programme, focused on the Ten High Impact actions for General Practice. This will run from March – December 2018 as the Releasing Time for Care Collaborative across clusters.

4.2 **CQC Update**

The purpose of CQC inspections are to ensure health and social care services provide people with safe, effective, compassionate, high-quality care and encourage care services to improve. Three Gloucestershire practices have been recently inspected and reports are awaited.

One Gloucestershire practice was served a warning notice, in July 2017, under Section 29 of the Health and Social Care Act 2008. The inspection team found that the surgery had inadequate systems and processes and did not operate effectively to ensure compliance with the regulations.

The CCG, NHSE and practice staff and the Patient Participation Group have met to discuss the report and establish a robust action plan. Monthly Quality Oversight Assurance meetings with the CCG, NHSE and the practice commenced in July 2017 with the aim to achieve a "good" rating when re inspected in November 2017. Significant support has been offered to the Practice manager via the CCG Primary Care team. The CCG Practice Nurse Facilitators are supporting the surgery with education and training as well as ensuring effective processes are in place regarding policies and procedures. The CCG has provided a Clinical Pharmacist three days a week to support the practice. The surgery has now submitted initial improvement plans to the CQC. A "mock" CQC inspection of the surgery will be carried out in late November. CQC have confirmed that a focused CQC visit will take place in early November followed by an additional full visit in the New Year.

4.3. **Prescription Ordering Centre (POC) and Prescription Ordering Line Pilots (POL)**

Berkeley Vale locality Prescription Ordering Centre has been operational within Berkeley Vale locality since April 2017 and has extended to four of the six practices in the locality since July 2017. Activity has continued to increase and, based on information available at the end of Sept 2017, the service has demonstrated:

- 8790 calls (busiest at start of the week, gradually reducing)
- 10732 repeat slips processed
- 64461 medications requested through the service
- Discussions have taken place ensuring timely ordering and ensuring medication reviews are undertaken.

- GP feedback from the participating practices has identified a noticeable change in workload and practice staff being able to undertake further tasks which means the GPs are able to focus on other tasks

4.3.1 Prescription Ordering Line (POL)

The GCCG Prescription Ordering Line (POL) has been operating since 3rd July 2017. Starting with one practice, Rosebank Health, call numbers and orders have gradually been increasing each week. During August the scheme extended further to patients of GHAC, Hucclecote, College Yard and Highnam practices. Further rollout has continued through September and the service now includes Bartongate, Sixways and Cheltenham Road surgeries. The patient population served by the pilot is now 92,000. Call activity continues to increase as patients commence using the service.

Activity data up to end September 2017 demonstrates:

- 1346 patient contacts
- 4017 medications requested
- 225 medications refused to premature ordering
- 1442 medication prescriber queries as a result of “overdue medication review” or required monitoring (as stated on the practice system)
- Feedback from participating practices has been positive, The start of the week is the busiest time

4.4 Prescribing Support Dietitians

The two CCG Prescribing Support Dietitians seconded from Gloucestershire Hospitals NHS Foundation Trust (GHNHSFT) to support Medicines Optimisation nutritional prescribing projects are continuing to support GP practices to ensure appropriate prescribing of Oral Nutritional Supplements. September 2017 data shows a strong downward trend in prescribing costs across the whole county. The dietitians are advising practices, health care professionals and community nursing teams including those in the Frailty pathway on alternative ways to support patients’ nutritional status, based on a ‘Food First’ approach.

The dietitians continue to support GP practices to adhere to CCG gluten-free prescribing recommendations which have resulted in a 97% reduction in prescribing costs.

4.5 Improved access

The CCG has undertaken ‘due diligence’ on the five preferred GP Cluster providers of “Improved Access” to deliver access to primary care appointments until 8pm at night during weekdays, with further provision on Saturdays and Sundays. Pilots began to “go live” with their core provision during October and November 2017. In terms of innovation nearly all of the preferred bidders wanted

to pursue expansion of the Primary Care workforce including paramedics, physiotherapists, mental health nurses and advanced nurse practitioners. We continue to work with STP partners in developing a joined up, integrated approach to implementing these new roles.

GDoc, the local federation company, will continue to offer Choice+ appointments for those clusters which are not pilot sites this year. We have also commenced planning for April 2018 onwards, contacting the remaining 11 clusters to gather their plans against core requirements.

4.6 Primary Care premises update

The CCG continues to make progress in developing the infrastructure that is essential to support strong primary care services.

Stow-on-the-Wold

Building work on the long-awaited new GP surgery development in Stow-on-the-Wold officially got underway in November 2017 with a turf cutting ceremony to mark the start of construction. The new premises for the Stow practice bring modern, spacious, state-of-the-art facilities to the town.

The new building, which will take around 12 months to complete, will provide first-rate facilities for reception and administration staff as well as 46 parking spaces for patients and staff.

Kingsway

Building work on a new GP surgery in Kingsway officially got underway in November 2017. The new premises will serve the people of Kingsway and the surrounding area, and will be run by Rosebank Health, which already operates Rosebank Surgery, Stroud Road and Severnvale Surgery, Quedgeley.

The new surgery will have capacity to cater for around 13,000 patients, significantly improving access to GP services for the local population. It is anticipated that Rosebank Health's total number of patients will rise up to 30,000 across its three sites over the next few years.

The turf was cut on the site at a small gathering with representatives from Rosebank Health, the Practice's Patient Participation Group, the prime contractor and local councillors. The new building will take around 12 months to complete.

4.7 Primary Care Commissioning Committee (PCCC) decisions on GP Practice changes – November 2017

Application to close the Branch Surgery at Tetbury Hospital from Romney House Surgery

Romney House Surgery based in Tetbury, historically has offered one GP session per week on a Friday between 09:00 and 11:00 hrs at its branch surgery at Tetbury Hospital.

The practice wish to close its service at this location as the GP who historically provided this session at Tetbury Hospital has recently retired. The practice is able to accommodate the session at their main surgery. The practice consulted with patients via a survey. The patients who responded broadly supported the practice's application.

Application from Sixways Clinic to close the Branch Surgery at Andoversford

Sixways Clinic based in Charlton Kings, Cheltenham, historically has offered one GP session per week on a Friday between 09:00 and 11:00 hrs at its branch surgery in Andoversford.

The practice has been considering the future of this branch surgery location for a while since the quality of care currently delivered in this branch surgery is compromised due to the lack of appropriate facilities available to operate a modern medical surgery, with patients having to travel to the main surgery, site for appointments at other times and access to nursing, additional and enhanced services.

The practice has undertaken a patient consultation questionnaire, with patients broadly supporting the practice's application.

Application from Hadwen Medical Practice to close the Wheatway Branch Surgery and St Michael's Branch Surgery in Gloucester

In October 2015, NHS England agreed to support Hadwen Medical Practice move forward with their Primary Care premises development on their existing Glevum Way site. NHS England's agreement was subject to the caveat that the development would lead to the closure of the two smaller branch surgeries.

Phase 1 of the project will be completed by early March 2018, at which stage all services in the existing building will move to the new extension. Phase 2 of the project will see the refurbishment of the current Glevum Way Surgery, which is due to be completed by August 2018.

Hadwen Medical Practice therefore applied to close the Wheatway Branch on 31 August 2018 and St Michael's Branch on 31 August 2019.

The practice undertook a patient consultation survey during a four week period in June 2017, with patients broadly supportive of the change.

5. Section C: Local Providers' updates

This Section includes updates from 2gether NHS Foundation Trust (2GNHSFT), Gloucestershire Care Services NHS Trust (GCSNHST) and Gloucestershire Hospitals NHS Foundation Trust (GHNHSFT),

These items are for information and noting.

5.1 2gether NHS Foundation Trust (2GNHSFT)

5.1.1 Mental Health Acute Response Service

The Mental Health Acute Response Service (MHARS) is the new name for the county's crisis service. Since May 2016, the team has been co-located with the police at their headquarters, in Quedgeley.

In June this year a pilot street triage scheme was launched, involving a mental health clinician attending incidents with police officers in a response car. The scheme has led to a reduction in the number of people being detained under Section 136 of the Mental Health Act, and in earlier support being provided to people needing a health response, rather than any police action.

This began as a three-day a week service, and now runs four-days a week, from 2pm until midnight on Tuesdays to Fridays. 2gether's Contact Centre is now also co-located at the Tri Service Control Room, in Quedgeley, and the most recent development has seen a partnership involving the charity 'Mental Health Matters', who, from November 2017, have been supported the Trust's Contact Centre in responding to callers who frequently contact the crisis teams, but are not currently in a mental health crisis.

There are proposals to extend this service further in the new year, enabling the service to support a wider range of people needing support with mental health and wellbeing.

5.1.2 Criminal Justice Liaison Service (CJLS)

In mid-2016 the CJLS was granted funding as part of the wave 3 national roll out of Liaison and Diversion Services. Following successful recruitment to the team, we have been able to embed practitioners in Police Custody 7 days per week and in the Magistrates Court 5 days per week, as well as special remand courts. The service is no longer purely focused upon clients experiencing Mental Health problems and Learning Disabilities. It now includes all aspects of health and social inequalities up to the point of sentencing. Our age remit has also broadened from the age of 10 upwards.

5.1.3 Flu Vaccination Programme

The Trust is on track to complete its most successful seasonal flu vaccination programme to date, and is among the top Trusts nationally for the number of frontline clinical colleagues receiving the jab. A team of dedicated vaccinators, led by our senior nurses and Working Well occupational health service, has coordinated regular clinics at sites Trustwide. The programme has also been

boosted by a comprehensive communications programme, involving case studies, newsletters and even a film. The film, which features a version of a well-known song with words rewritten by a Trust nurse, has been shown on BBC Points West, and has been heard on local radio. It's been viewed more than 20,000 times, spreading the flu vaccination message both inside the Trust and more widely to our communities and beyond.

5.1.4 Visit from the Health Secretary

The Secretary of State for Health, Jeremy Hunt, paid a visit to Wotton Lawn Hospital as part of a patient safety initiative. Mr Hunt was accompanied by Professor Tim Kendall, NHS England's Clinical Director for Mental Health. They first heard a presentation by our Director of Quality and Nursing, Marie Crofts, on our patient safety culture and performance. Mr Hunt then spoke about the work being carried out nationally, much of it prompted by bereaved families and the Mid Staffs Inquiry to improve safety across the NHS. Professor Kendall was able to elaborate on the work NHS England is leading on specific initiatives and then there was an opportunity for questions.

Finally, Mr Hunt spent some time with Trust Executives, before carrying out a social media interview with Nurse Consultant Roland Dix about how our Trust has a 'non seclusion' policy in our adult mental health wards, including Psychiatric Intensive Care Unit.

5.1.5 New Website for Children and Young People Service

2gether's Children and Young People Service has launched a new website aimed at providing targeted information to children, young people, parents, carers and professionals. The website: www.cayp.2gether.nhs.uk includes short films highlighting the people who work for the service, as well as what young people can expect when they first visit. There are useful tips on maintaining good mental health and wellbeing, and a section enabling people who may make a referral, such as GPs, teachers and youth workers, to understand how best to make a referral and how to get in touch with any queries.

5.1.6 Trusts mark OT Week

The county's health Trusts and Occupational Therapists joined together to mark 'Occupational Therapy Week' during November 2017. The occasion was an opportunity to raise awareness of a profession few people are aware of, but which has a huge impact on improving service users' and patients' lives following illness or injury. The week was marked in a variety of ways, including through the 'takeover' of the @Chelt52 Twitter account, information stands and case studies on websites, and through a live interview broadcast on BBC Radio Gloucestershire.

5.1.7 Gloucester Hub

The final 2gether team has now moved into Pullman Place, in Great Western Road, Gloucester. There are now 300 colleagues based within the building, providing services for people with mental health conditions and learning disabilities. This has been a huge project, involving many individuals and teams, and the building is now a fantastic base from which to deliver services

more effectively. Trust buildings, which include Albion Chambers, in Eastgate Street, 44 London Road, Westridge, Fieldview and 18 Denmark Road, have now been vacated and some are being marketed for sale, while others, which were rented, are back in the hands of their landlord.

5.1.8 **2gether's National Patient Survey results**

The Care Quality Commission's National Community Mental Health Patient Survey Results (Adults) 2017 for services in Gloucestershire and Herefordshire have recently been published. This year, service users rated the care provided through 2gether's services in the top 20% of mental health services in England. In fact our results place us 2nd in the country.

These results represent a further improvement when compared to our results from last year's patient feedback in the same survey. The results are a testament to the expert and dedicated effort that colleagues are making to understand need, involve and respond well to people who use 2GNHSFT services and their carers.

5.2 **Gloucestershire Care Services NHS Trust (GCSNHST)**

This report to the HCOSC outlines work that has been progressing to support the strategic leadership of the Trust, as well as progress to support key areas of operational service delivery. Of note:

- A comprehensive mid-year review has been completed by the Team which has enabled clear priorities to be set and work agreed to ensure GCSNHST position the Trust to meet the challenges ahead, with a strengthened business planning process in place;
- The consultation on the preferred option for community hospital services in the Forest of Dean has been progressing with high levels of local engagement. The consultation ended on 10 December 2017;
- The Trust continues to maintain regular and strong relationships with regulators;
- There has been considerable work undertaken to support the system urgent care system, with clear plans in place to support winter resilience;
- The Trust is leading work to improve access to screening and immunisation, focusing on under-represented communities;
- The Trust is continuing to take a lead role in supporting new models for place based working, with particular focus on supporting multi-agency Multi-Disciplinary Team working;
- The Trust is continuing to work closely with partners to support the work within Gloucestershire County Council to respond to the Children's Safeguarding OFSTED recommendations, recognising that safeguarding is everyone's business; and

- There have been some notable individual, team and organisational successes.

5.2.1 Strategy and Leadership

Joint strategic intent between GCS and ²gether NHS Foundation Trust

Following the decision on 20 September 2017 to explore the opportunity to develop a new physical and mental health offer in Gloucestershire, the two Trusts have been working to progress next steps.

A programme framework has been developed which will focus on three inter-related streams of work – developing the business case for the *transaction* in line with regulatory requirements, ensuring a seamless *transition* to support our strategic intent and *transformation* of our service offer to realise the benefits for service users, carers and colleagues.

5.2.2 Freedom to Speak Up

The Trust taken the opportunity to highlight across the Trust the progress to date both nationally and within the Trust regarding the Freedom to Speak Up agenda. The National Guardian Office published its first Annual Report and GCSNHST are pleased to note that our own Freedom to Speak Up Guardian, Sonia Pearcey, has shared her reflections as Chair of the South West network.

The report highlights the first survey of Freedom to Speak Up Guardians and it is of note that the approach adopted within the Trust reflects the themes emerging, specifically that:

- There should be dedicated time to enable Guardians to properly meet the needs of colleagues
- All colleagues, particularly the most vulnerable, should have effective routes to enable them to speak up
- Boards should hear regularly from their Guardian

The Trust has noted that Freedom to Speak Up is now incorporated into the Care Quality Commission well-led inspection framework and the Trust's Guardian is ensuring that this is linked to quality outcomes and all learning is shared.

5.2.3 Operational Service Overview

Service Development Update

School Aged Immunisation Service

The enhanced service is well underway, with the first academic quarter focussed on delivery of the childhood influenza programme. The service has delivered 6,300 vaccines in the first month, and is confident it will achieve the contracted target for 2017/18.

Improving Access to Screening and Immunisations: Pilot Programme

Immunisation is one of the most successful and cost effective public health interventions and is a cornerstone of public health. High immunisation rates are key to preventing the spread of infectious disease, complications and possible early death among individuals and protecting the populations' health through both individual and herd immunity.

Alongside immunisations, national screening programmes are available with an aim to reduce mortality from the specific disease/health condition being screened for. It is, however, well documented that for some populations, accessing these services is challenging, and therefore uptake is poor.

To reduce health inequalities, and improve access, the Trust has been asked by NHS England to undertake a pilot programme with an aim to increase uptake of national screening and immunisation programmes in the County.

The focus will be on people who are known to find accessing such services challenging:

- Those from BME backgrounds
- Those living with, or cared for by, someone with a physical, learning disability or mental health issue
- Children in Care
- Asylum seekers
- Those who are homeless
- Military families
- Those who experience social or economic deprivation

A focus will be on improving uptake for

- Childhood and Adolescents immunisations
- Cervical and Bowel Screening
- Diabetic eye screening

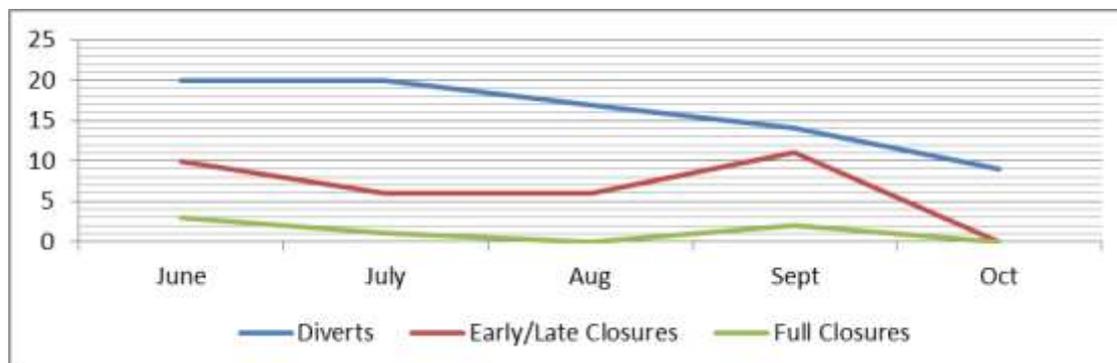
Work will be done with GP practices who have the lowest uptake of these screening and immunisation programmes and largest practice population of patients with health inequalities.

Minor Injury and Illness Units

Following the challenges over early summer with workforce, the Trust Minor Injury and Illness units continue to show an improving position as noted in Table 1 below.

There were only 2 full closures at the Vale MIU in September due to staffing issues, and 11 early or late closures which were spread across 4 units (Stroud, Vale, Cirencester and Tewkesbury). There were no closures in October (either full or partial) and only 9 diverts enacted to manage surges in activity outstripping capacity.

Table 1: Minor Injury and Illness Units Operational Closures/Diverts June-Oct 2017



Complex Case Management Pilot

Work continues on the establishment of a complex case management service within Gloucester City and Cheltenham Integrated Community Teams.

The service will focus on the early identification of patients who are at risk of deteriorating health, wellbeing and/or frailty, working with them and the multi-disciplinary team (including primary and social care) to develop and deliver personalised care plans that support people to maintain their health and wellbeing and prevent or delay crises.

To support this service development the Trust has been undertaking recruitment of a Community matron, complex case managers and administrative roles to support the new service, which commissioners have requested will be a Monday – Friday service.

This pilot is being funded from the additional resources received by Gloucestershire County council to support the provision of early identification and care in the community to subsequently ease pressures experienced by the NHS.

Musculoskeletal Services

The Trust Quality and Performance Committee received a detailed report and analysis related to the challenges in providing timely access to Musculoskeletal (MSK) Therapy Service provision.

MSK Physiotherapy showed an improving position in the 8 week referral to treat target in August with a disappointing dip in performance in September 2017, which has continued to be below target in October 2017.

Performance attainment has been seen to fluctuate on a 3-4 month cycle, with no obvious correlation to the level of demand. The Service Lead for MSK

Physiotherapy is therefore reviewing this pattern to determine causes and responses.

The new integrated MSK pathway was implemented in September 2017 and as a result there is a residual list of patients that the service is clearing, with this expected to be completed by January 2018. As a result while the waiting times for the musculoskeletal clinical assessment and treatment service (MSKCAT) saw some improvement in October 2017 with 40.5% of patients seen within 8 weeks of referral, this is significantly below the target we aim to achieve. The service is focussing on patients who have been waiting the longest for a routine appointment and the improvement plan the use of additional hours or use agency across the Core MSK services and MSKCAT to ensure adequate resources to both meet the demand and clear the backlog.

The service has determined a trajectory for both the 8 week and 4 week referral to treat target, based on current workforce available and current monthly referral rates, and has discussed this with Commissioners. Weekly performance and completion of the remedial plan actions are being monitored closely. The learning from this STP pathway implementation will be shared with partners to inform future implementation planning.

5.2.4 Estate Development and Updates

Community Hospital Refurbishment and Maintenance Works

The Trust is pleased to report that all works that were underway at Tewkesbury and North Cotswolds hospitals were completed on time and both hospitals are fully open. The Trust Board has offered its sincere thanks to patients, carers and colleagues who were impacted by the works, and to the estates and facilities teams for their contribution.

Gloucester City community services health Hub

Work is continuing to establish and evaluate estate options to support the delivery of community services in Gloucester city with the expectation that this will be completed by the end of the calendar year. This work is being progressed in the context of the wider STP estates planning and reflects the ongoing work with system partners, including Primary care and 2gether Trust.

In the interim, Operational services are finalising their future estates requirements as part of business planning. This will facilitate development of locality estates plans alongside a refreshed Estates strategy, which will be finalised by January 2018.

5.2.5 Partnership Working

Children's Services – OFSTED Update

Gloucestershire County Council (GCC) children's services participated in their first OFSTED monitoring visit since their report was published June 2017. Key findings from this visit, which took place mid-September included:

- Evidence of progress in areas such as improving the quality and timeliness of information gathering and decision making within the multi-agency safeguarding hub (MASH) and GCCs triage team:
- Evidence of more effective assessment and planning arrangements for those children in need of protection and support:
- Evidence of some improvement in staff supervision and challenge arrangements; and
- Evidence of improved auditing of social work practice.

The OFSTED monitoring team also identified areas where improvements continue to be needed and these broadly centre around leadership and management, partnership working and implementing basic practice standards to reduce social work practice variation.

GCS Trust colleagues recognise that Safeguarding is everyone's business and we continue to work closely as an accountable partner across Gloucestershire, supporting the implementation of refreshed procedures, progressing our own quality improvements and increasing training. An ongoing focus of our work as a system partner is to support the culture change within GCC that was highlighted by OFSTED as being needed to ensure that the outcomes for the children of Gloucestershire are improved.

The next OFSTED monitoring visit is due to take place in January 2018.

Matson and Podsmead Regeneration

In March 2017, Gloucester City Homes secured £1.25M through the Governments Estates regeneration bid to create a master plan for the regeneration of the Matson and Podsmead estates in Gloucester.

Gloucester City Homes, along with local agencies, Gloucester City Council and a range of partners including GCS have met on three occasions to develop proposals to regenerate the two estates with the aim of developing a longer term offer of new homes, supporting thriving communities and improving quality of life for residents. The key objectives will be to support:

- stronger and cohesive communities;
- safer communities;
- a thriving economy;
- a sustainable environment; and
- improved health and well-being.

The master planners are engaging with the local communities at the moment and then use their feedback and the outcomes from meetings/workshops to develop broad plans early in the New Year.

GCS is working to understand what our current offer in these areas and opportunities for the future.

5.2.6 Celebrating Success

Apprenticeships

On the 11 December 2017 the Trust was featured in a national live broadcast which provided schools in England with information on apprenticeships directly from employers. This campaign, which has been organised by the National Apprenticeship Service, will bring an interactive experience for students and teachers as they will be able to speak directly to the Trust and our apprentices live via the internet and hear about the latest opportunities, the skills employers are looking for, the recruitment process and how students can best prepare themselves for working life after school or college. The Trust has been chosen to take part in this broadcast due to the progress it has made with the number of apprenticeship appointments.

Individual Recognition

The Trust is delighted that Nancy Farr, Clinical Development Manager, was awarded the Queen Nursing Institute Award at a Ceremony in London.

Congratulations also to Andy Fishlock, a staff nurse at Cirencester Hospital, who was deservedly shortlisted in the Rising Star category at the prestigious Nursing Times Awards in November in London. To be shortlisted was a fantastic achievement, and gave Andrew the opportunity to share his creativity and innovation, and demonstrate his compassion and commitment to the nursing profession.

Congratulations also to Di Gould, Clinical Director of the Trust's Community Dental Services, who has been elected by her peers to be president of the British Dental Association's Community Dental Services Group. Di started her new role at the Group's Annual Presidential and Scientific Meeting, which took place at Cheltenham Racecourse in October 2017. As part of her role, Di will visit community dental services across the country.

Service Recognition

The Gloucestershire Sexual Assault Referral Centre (SARC) has been awarded the Police Commander's Commendation for Excellence by Gloucestershire Police.

This is in recognition of the team's continued support and assistance to victims of sexual offences and for the crucial part they play in safeguarding victims and assisting the Police in bringing perpetrators to justice.

Magdalena Gulcz-Hayward, SARC Manager, was also awarded for her assistance and support of a vulnerable victim of a serious sexual offence.

Trust Recognition

The Trust has been awarded the *Workplace Wellbeing Charter*, National Award for England for its commitment to workplace health and wellbeing.

To gain the Charter the Trust went through a robust assessment in national standards endorsed by Public Health. Performance was measured against key elements of occupational health including: absence management; health and safety; physical activity; and mental health.

The process has highlighted good areas of practice and demonstrated that we are committed to colleague wellbeing. It has also provided suggestions where improvements can be made to the health and wellbeing of the workforce, including improving awareness and information on mental health, alcohol, and healthy eating.

In gaining the Charter, it has provided the Trust with information that will support the development of strategies and plans to further improve wellbeing practices further throughout the Trust.

5.3 Gloucestershire Hospitals NHS Foundation Trust (GHNHSFT)

5.3.1 Flu jab success

The Trust's drive to vaccinate staff to protect them against the effects of the flu virus has resulted in our best ever performance, with more than 71% of staff vaccinated to date. Our target this year is to vaccinate 75% of staff, meaning we have only 249 more front line staff to go. The flu jab is not compulsory for NHS staff but is an important part of delivering the best patient care and hugely reduces the risk of patients getting the virus.

Evidence recently published, showed that a 10% improvement in flu vaccination rates, resulted in a 10% reduction in sickness absence rates which will ensure the Trust can maintain safe levels of staffing throughout the winter months.

This year the Trust is looking to protect more lives, not just in Gloucestershire, but on an international basis with the Get a Jab, Give a Jab campaign. For every front line staff member that has the flu vaccine, the Trust will provide a tetanus vaccine for children in some of the world's poorest communities; supporting UNICEF in their work providing tetanus vaccines to mothers and new-born babies across parts of the African continent, contributing to a reduction in global new-born mortality.

5.3.2 Trauma and Orthopaedic Service Pilot

Following the changes to trauma and orthopaedics as part of the county's winter planning arrangements from October 2017, patients presenting with acute trauma that require a specialist response are managed at the Gloucestershire Royal Hospital and patients requiring planned surgery such as hip and knee replacement surgery are treated at Cheltenham General Hospital.

The drivers for the change were a desire to improve the patient experience and outcomes for patients who were being impacted, particularly in the winter months,

by the mixed 'economy' of services. Evidence from elsewhere suggested that separating these two types of care, and deploying staff differently as a consequence would significantly improve key quality measures such as cancelled operations and time to surgery.

Whilst early days, the signs are very encouraging and include a reduction in on-the-day cancellations from an average of 9.75 per week, pre pilot, to 2 per week post, 50% reduction in the waiting time to theatre (from injury) of patients experiencing upper limb trauma and 100% of patients receiving daily senior review, resulting in reductions in length of hospital stay across the board.

5.3.3 Performance

The Trust continues to recognise the challenges it must overcome to ensure that patients' access care to the standards set out nationally. Whilst challenges remain, particularly in respect of cancer care, the system is celebrating the Trust's achievement of the 95% 4 hour A&E standard for the month of November 2017; the first time the standard has been achieved for a whole month, in many years.

Challenges remain but thanks to the efforts of the whole system, the Trust is now regularly performing in the top quartile of Trusts in England, rather than the bottom quartile, where it has been for too long. This is incredible news for our patients and also for our staff across the county who come to work to wanting to do their very best for patients and their families / carers.

5.3.4 Good news for patients with Hyperemesis

Women suffering from Hyperemesis Gravidarum (HG) can now be looked after as day cases following an innovative move by the Trust designed to improve patient experience.

HG is a complication of pregnancy characterised by extreme levels of nausea and vomiting starting in early pregnancy and persisting for many months. Women with the condition can become quickly dehydrated and frequently need hospital treatment.

Between 50 and 70 women each year in the county are admitted to hospital with the condition, with an average length of stay of 2-3 days. The new plans will see most of the women being treated as day cases on Ward 9A of the tower block at GRH, with just a few requiring overnight admission. The HG Day Unit will see women being treated with rapid Intra-Venous (IV) rehydration in recliner chairs, allowing them return home the same day.

5.3.5 Patient joins Harvey's Gang

Six-year-old Thomas was the first patient at Gloucestershire Royal Hospital to be part of Harvey's Gang when he visited the pathology labs with his brother Lewis and mum Lorraine on 20 December 2017.

The Gang is named after Harvey Buster Baldwin, who passed away on October 6, 2014. First diagnosed with acute myeloid leukaemia at just six years old, over the next 20 months his battle with cancer saw him spend many weeks in hospital at Worthing, and much of his care concerned the delivery of life-saving blood products for which he and his family would have to wait while they were processed.

Harvey was curious about what happened to his blood once it was sent to Pathology, so the children's ward arranged for Harvey to visit the haematology laboratories.

That simple act has precipitated a remarkable chain of events that sees seriously ill youngsters enjoying trainee scientist tours with their families at hospitals across the country, wearing special mini lab coats with personalised badges made by hospital staff that explain they are part of 'Harvey's Gang'. Every year, approximately 1 million blood samples are collected from children for testing in the UK. As well as being a positive experience for children, the tours also have a dramatic impact on the scientists at work, reminding them that every vial of blood they process represents a child or a patient in need of their help.

5.3.6 Suicide prevention at GRH

Parking provider Indigo are investing in LED lights throughout the multi storey car park at Gloucestershire Royal Hospital, as well as installing calming blue LED lights on the roof level of the Multi-Storey Car Park. Research from Japan indicates that there was an 84 percent decrease in suicides at railway stations where blue lights had been installed. The exact reason why the lights are effective isn't known, but some researchers theorize that it's related to the apparent positive effect of light on mood. In the UK blue light is used both at public transport hubs and in buildings as it is now acknowledged to have a psychologically calming effect for people in distress. This new measure has been shared with the local suicide prevention partnership, who we work closely with to minimise risk with regard to the car park.

6. Recommendations

This report is provided for information and HCOSC Members are invited to note the contents.

Dr Andrew Seymour
Clinical Chair
NHS Gloucestershire CCG

Mary Hutton
Accountable Officer
NHS Gloucestershire CCG

27 December 2017