

NHS Gloucestershire Integrated Care Board Update

Gloucestershire Health Overview and Scrutiny Committee

11 July 2023



NHS Gloucestershire Integrated Care Board (ICB) Update

Report contents

Section 1 provides a general NHS Gloucestershire commissioner update, incorporating national consultations.

Section 2 provides a commissioner update focussing on primary medical care.

Section 3 provides Trusts' updates from: Gloucestershire Health and Care NHS Foundation Trust (GHC) and Gloucestershire Hospitals NHS Foundation Trust (GHT) and South Western Ambulance Service NHS Foundation Trust (SWAST)

1. Section 1: Local NHS Commissioner Update, NHS Gloucestershire ICB

These items are for information and noting. Detailed information can be found on the ICB website at: <https://www.nhsglos.nhs.uk/category/board-meetings/>

1.1 Operational Planning 2023/24

Operational Planning guidance is published each year by NHSE in late December. Systems are required to produce a draft plan by the end of February, with the final plan confirmed at the end of March. However, this year the planning round extended to the beginning of May 2023.

The scope of the Operational Plan is defined by the NHSE published guidance and templates, with a focus upon key national priorities. The operational plan consists of three central components: activity/performance, finance and workforce numerical submissions, supported by accompanying narratives for both activity/performance and workforce. The plan is therefore not reflective of the full remit of the ICB; it provides an opportunity for Gloucestershire to respond to national priorities detailed within the planning guidance as well as locally determined priorities for our system. The Operational Plan aligns to the wider Joint Forward Plan and Integrated Care Strategy – both of which span a longer duration (5 years) and reflect the wider scope of the ICB.

Gloucestershire's Operational Plan is informed by the Integrated Care Partnership Strategy as well as national priorities. It was developed jointly with system partners. National priorities are communicated through the Operational Plan templates, and included a focus on Elective Recovery, Urgent and Emergency Care, and Mental Health.

There are risks relating to full delivery of the plan. The Operational Plan is financially balanced. However, within the plan there are efficiency and savings targets for system partners. Inflation also presents a risk to financial balance, including inflation within the care market and cost of drugs. Elective activity within early Q1 of 23/24 has also been affected by industrial action, and it is crucial to ensure the pace of elective activity recovers to ensure the delivery of the additional activity detailed within the Operational Plan. Full achievement of the Elective Recovery Fund is also assumed within the local plan for financial balance. Urgent and emergency care challenges are still evident, and it is important that transformation schemes deliver improvement if the system it to achieve the Urgent and Emergency Care performance commitments within the Operational Plan. It will also be important to closely monitor in-year delivery of the plan to provide assurance that performance is on-track and to inform corrective action when it is not.

1.2 NHS response to COVID-19: Stepping down from NHS level 3 incident

On 19 May 2022, the ICB received a letter from Amanda Pritchard, NHS Chief Executive Sir David Sloman, NHS Chief Operating Officer outlining the steps the NHS would need to take to transition from COVID-19 response to recovery. As part of that response, the national NHS level 4 incident was stepped down to a level 3 incident. It is noted that the NHS continues to see waves of COVID-19 infection. However, partly thanks to the outstanding NHS vaccination programme, none have been as significant in terms of loss of life as those in 2020/21. Although the NHS will continue to care for COVID-positive patients the NHS is now in a position to move to the next stage in its COVID-19 response. England is not alone in seeing this trend. The World Health Organization has also recently announced that COVID-19 is no longer a Public Health Emergency of International Concern.

Stepping down the incident is of course done in the knowledge that COVID-19 as a health issue itself, as well as the wider long-term impact of the pandemic, will continue to be significant for years to come. New waves and novel variants will continue to impact on patient numbers, as well as staff absences, and the NHS will also need to continue to provide services for those suffering the effects of 'long COVID'. The NHS will continue to collect data on individuals who have died with COVID-19 and collecting outbreak information as part of its incident management plan.

1.3 Gloucestershire Vaccination Update

The Spring COVID-19 booster campaign is going well. By May 2023 47,359 boosters had been delivered and 78% of Gloucestershire Care Homes completed. The ICB has undertaken assurance visits to all vaccination sites in Gloucestershire. The purpose being to ensure governance processes are in place and to offer support regarding the vaccine programme.

The ICB is also pleased to report that the Demonstrator programme: *Access for All Gloucestershire* is making some very good initial progress. The focus is on improving uptake of pre-school childhood immunisations and the team has been working very hard over the last month engaging with 12 practices and have now screened and telephoned nearly 900 patients to get them booked into vaccination clinics or update records to confirm that vaccinations have been declined, this also included informing the Child Health Information Services (CHIS) to ensure that all records have been updated.

1.4 Clinical Programme Groups (CPG) working with Voluntary Care Services (VCS)

NHS Gloucestershire ICB and Gloucestershire VCS Alliance are planning to run a joint event focusing on connecting the work of Clinical Programme Groups to the wide ranging work of VCS Organisations. The event will be an opportunity for shared learning between the local VCS and clinical programmes using focus groups and networking sessions to discover how we can work together better, to improve the health and wellbeing of the population. There will be shared information about the work of the VCS, the priorities of a range of NHS led clinical programmes as well as sharing of examples of partnership working that are already leading the way in Gloucestershire.

1.5 Digital optometry project recognised in the 2023 NHS Parliamentary Awards.

The system, OphthalSuite Community Ophthalmic Link, developed by BlueWorks OIMS, enables community optometrists to access patient's eye health records quickly and securely. Launched by the NHS in Gloucestershire in 2022, the project has been shortlisted as the regional finalist in the Future NHS category, having been nominated by Cheltenham MP Alex Chalk and Gloucester MP Richard Graham. Judges recognised the project as *"an outstanding example of successfully embedding impactful change using data and digital technology."* The winner of the award will be announced at an event on 5 July in Westminster to coincide with the NHS 75th birthday celebrations.

With patient consent, Optometrists can now access secondary care (hospital) eye examination results in real-time, and search information and statistics, including comparing all examinations and ophthalmic imaging taken over different periods. Clinicians also have secure access to view patient's ophthalmology data including photos, scans, videos, metadata, GP letters and care plans.

The success of the project means Gloucestershire is the first area in the country to provide eye care records to optometrists working in the community, which has a direct impact on improving referrals and quality of care across the county.

1.6 Our Creative Health Programme

Our Creative Health programme continues to develop and thrive. These programmes aim to support people with various health conditions offering psychosocial support and an element of teaching and embedding self-management techniques in people's daily lives. The peer support people get from the programmes is a crucial element of this, as are the progression routes the programmes offer to ensure the support is sustainable.

We work closely with Gloucestershire Creative Health Consortium for most of these programmes. The 5 partners in this are Artlift, Artspace, Art Shape, The Music Works and Mindsong. We utilise a variety of evaluation methods, including an adapted Public Health England template, case studies and films and we have also worked closely with these organisations to develop a robust minimum dataset to collect and analyse the quantitative evidence of the impact this is having on the individuals involved as well as the wider system. This is in part achieved through the Consortium partners collecting NHS numbers so that we are able to demonstrate system impact, as well as using validated outcome measures for each programme. This is supported by our coproduction approach to the programme, ensuring we are continuously improving.

1.7 Neurodiversity Pathway (0-18 and 18+)

Neurodiversity is an umbrella term which encompasses Attention Deficit Hyperactivity Disorder (ADHD), Autism and other conditions relating to how the brain functions. Similar to other systems across the country, Gloucestershire has experienced a significant increase in the number of referrals for ADHD and Autism assessment services. As a result, there is now have a significant backlog of people waiting for triage and assessment with lengthy wait times. The county wants to move towards a sustainable approach to care in this area. This work includes front door support through better signposting and work with partners to improve the effectiveness of the pathway. The importance of early identification and access to support for people who are neurodiverse is recognised. T

To address this, the local plans include work to bring together pathways to just two neurodiversity assessment pathways – under 18 and over 18. By bringing pathways together, increasing staffing capacity, improving front-door triage and undertaking specific work on the backlog this is expected to have an impact in this area.

By making these changes:

- People waiting both ADHD and Autism assessment will need to only wait once – rather than on two separate pathways

- It is expected that the number of referrals that are returned (because they lack sufficient information) to reduce and being able (for children) to receive referrals from Education, Health or Care professionals working with the child will also support this
- Professionals will be able to work more flexibly across either the 0-18 or 18+ age range
- It is expected to reduce the length of time that people are awaiting an assessment for ADHD and Autism.

Over the longer-term the benefit of diagnosing people earlier will help to improve health and wellbeing outcomes for these individuals. It is important to note that given the significant increase in referrals the impact this will have will not be immediately felt for everyone waiting. Like other systems, Gloucestershire has important work to do in this area.

1.8 One Gloucestershire People's Panel: Update

Recruitment of People's Panel Members is taking longer than anticipated. Working with the independent recruiters funded by an award from NHS England, the ICB Engagement Team is increasing publicity of the opportunity to get involved; particularly targeting the under 35s. The target membership is 1000; there are approximately 850 individuals signed up.

1.9 *Get Involved in Gloucestershire: Working with people and communities*

ICBs are required to produce an Annual Report and Accounts. An element of this report is a section on 'Working with people and communities. This year, as well as preparing an annual summary of activities for the corporate report, the ICB Engagement Team members are creating a dynamic 'Working with people and communities' space on the *Get Involved in Gloucestershire* online participation platform <https://getinvolved.glos.nhs.uk/>

This is the public place for recording in more detail the work the ICB and partners have been involved with. It will be updated regularly throughout the year with case studies and output of engagement reports. It will include an introductory space setting out our governance arrangements and then information will be broken down into four components based on the areas of focus in our Working with people and communities Strategy:

- Involving you
- Tackling inequality
- Local partners
- Sharing information

1.10 Deborah Lee, Gloucestershire Hospitals NHS Foundation Trust

Deborah Lee will be standing down from her role as Chief Executive Officer of Gloucestershire Hospitals NHS Foundation Trust after seven years in post. The ICB Board wishes to thank Deborah for the contribution she has made to working collaboratively and collegiately with colleagues across the ICS allowing a sound bedrock to the creation of the ICB and the successful continuation of the ICS. Deborah remains in post until March 2024 ensuring time for a smooth transition.

2. Section 2: NHS Gloucestershire ICB primary medical care commissioning update

These items are for information and noting.

2.1 Primary Care Networks (PCN) Quality Improvement Projects

In March 2021 and March 2022 PCNs received (non-recurrently) £1.6 & £1 million respectively to support Quality Improvement (QI) initiatives. These initiatives are driven by population health management (PHM) to support the identified population needs. The funding was for new schemes/initiatives or to complement an existing scheme but could not duplicate any other funding.

Scheme and initiatives are aimed at both recovery and sustainable change within PCNs. The projects are ground up initiatives to target PCNs specific population health challenges. Topic areas being delivered between our 15 PCNs include: Frailty, Dementia, Respiratory, Children & Young People (CYP) Mental Health and Dermatology. The ICB is monitoring and supporting PCNs with evaluating QI Projects to help learn and share the impact this funding has made for the differing PCN populations.

So far, there has been promising information for many of the projects, for example Tewkesbury with Newent and Staunton PCN's frailty project has supported the identification of moderately frail patients and implementing interventions such as strength and balance classes to help people stay well for longer. Inner City in Gloucester has focused on respiratory care and developed a Community Respiratory Clinic supported by secondary care as well streamlining the approach to respiratory care across the PCN to ensure it is consistent. Earlier this week, the Respiratory Champion leading this work won a National award for respiratory excellence at the Association of Respiratory Nurse Specialists annual conference (see below).

A further £950k has been secured for 2023/24 Quality Improvement Initiatives. PCNs have been asked to share proposals which use Population Health Management (PHM) methodology and health inequalities information to prioritise projects which either continue existing schemes or within the parameters of Chronic Disease (i.e.

Respiratory, Diabetes), Mental Health (adults and Young People), Frailty and Dementia (incl. palliative care) and/or linked to the ICP priorities (e.g. Hypertension and reducing smoking).

2.2 Integrated Locality Partnerships

Partners from the six Gloucestershire Integrated Locality Partnerships deliver a range of projects to promote health and wellbeing, impact the root causes of health inequality and support people to live well at home. Three examples of our work are shown below.

2.2.1 Areas of greatest deprivation in the Cotswolds

One of the ways used to engage the community in the Beeches area of Cirencester was hosting healthy eating and cooking classes. The classes offered families the opportunity to attend free sessions to increase their cooking skills as a family, learn to cook affordable healthy meals, share a meal with other families and take home a cookbook and utensils to encourage them to continue to cook at home. The healthy cooking sessions were funded from the Community Investment Fund which was a sum of money from NHSE which was allocated to each ILP in the county to help address the health impact of the cost of living crisis. The YouTube clip here <https://youtu.be/9K8FwU-wtV8> features the cooking classes. The next steps are to run a series of family fun days, continue the healthy cooking and eating classes and host a Look Again Mindful Photography for Mental Health Wellbeing and Resilience workshop to introduce people to mindful photography and use this as another way of gathering different insights and perspectives on the strengths on which to build on with the local community.

2.2.2 Forest of Dean and Pre-Diabetes

The Forest of Dean has the highest prevalence of both diabetes and pre-diabetes compared to the county as a whole; with the rate of pre-diabetes in individuals under the age of 50 increasing. An initial focus was on people aged 50 and under who had not taken up the offer of referral to the National Diabetes Prevention Programme (NDPP). Following learning from a health coaching model used successfully in primary care in another locality, a similar approach was taken to offer a localised, face-to-face alternative to those who had previously declined the NDPP. This was run with support from a practice nurse and a health coach from the District Council. This initial cohort has recently finished the local programme and whilst the number of participants was smaller than hoped initial findings have been very positive. A second cohort is planned with the possibility of a hybrid delivery model offering both face-to-face and online access for individuals. Once sufficient individuals have completed the programme fuller evaluation will take place on the feasibility of this offer longer term.

2.2.3 Health Equality in West Cheltenham

The West Cheltenham Health Equalities Project group was established following a review of health inequality data at Cheltenham ILP which showed a 10 year life expectancy gap. These 'life years lost' for males in West Cheltenham wards compared to the rest of Cheltenham prompted the coming together of organisations and agencies to promote health and wellbeing in the community. The West Cheltenham project group, which includes ILP members have been working with the community over the past year. To date there have been six workshops, two community engagements using the ICS Information Bus and wider engagement via a questionnaire; plus a recruitment event for a Health and Wellbeing Champion Lead funded for two years by the Strengthening Local Communities funding. A family fun day is being planned for the summer linked to the Holiday and Activity Fund (HAF) programme. The engagement has highlighted themes around public transport, food poverty, digital exclusion and the number of individuals with caring responsibilities within the community. Further data analysis has uncovered high levels of smoking, mental ill health and substance misuse. By taking time to build relationships with residents, local voluntary sector and service providers the group hope to increase opportunities to build on the strengths that already exist in the community and increase take up of local health and wellbeing offers.

2.3 Gloucestershire Primary Care Dental Strategy

A new Dental Strategy Group for the county has been created to support the planning and commissioning of primary, community and acute dental services from 1 April 2023. Membership includes Healthwatch Gloucestershire, two patient representatives, Gloucestershire Local Dental Committee (LDC), NHSE, Gloucestershire Health and Care NHS Foundation Trust (GHC), Gloucestershire Hospitals NHS Foundation Trust (GHFT), the Southwest Dental Network, Gloucestershire County Council Public Health team and ICB staff.

The group has utilised NHS England's dental roadmap and is in the process of working with local dentists via Gloucestershire's Local Dental Committee to address the dental challenges of access, workforce and oral health. Plans, which are in draft form currently and which need to go through due diligence and governance processes, include: increasing access to urgent appointments across the county; the development of a primary care access centre in Gloucester City; developing and extending local apprenticeship, Technical (T) level and training offers in conjunction with local college and university providers; developing a service model for enhanced dental health in care homes which could include dedicated Dental Care Practitioner support to care home staff, a Train the Champion Oral Health Training Programme and a pathway to enable residents to access dental care when needed.

The plans also include offering specific training in oral health promotion to staff working with other vulnerable groups including but not limited to Looked After Children, care leavers, people seeking asylum, those who are homeless, people with

a learning disability and Gypsy Roma Travellers. In addition, take up locally of programmes already commissioned by NHS England, for example Supervised Toothbrushing and First Dental Steps, will be encouraged.

The ICB PALS and Complaints Team are collaborating with colleagues across the South West and the Regional Office of NHS England in preparation for the delegation of complaints handling for general medical services (GP) and community pharmacy, optometry, and dentistry (POD) from 1 July 2023.

HOSC will have an opportunity to focus on this new area of delegation of responsibility to the ICB later in the year.

2.4 Gloucestershire winner of the Association of Respiratory Nurse Specialists Excellence Award for Outstanding Contribution to Respiratory Care

Sonia Silk, who is based out of Gloucester Health Access Centre, was announced as winner of the Association of Respiratory Nurse Specialists (ARNS) Excellence Award for Outstanding Contribution to Respiratory Care at the ARNS Conference in Leeds.

The award, voted for by peers and patients, recognises the individuals and teams who deliver excellent care above and beyond expectations. After being nominated by a colleague at Partners in Health, Sonia, who is the Respiratory Champion for Inner City Primary Care Network (PCN – groups of GP practices working together with community services), was invited to the awards where she gave a presentation alongside other finalists, before an audience vote decided the winner.

The respiratory project, led by Sonia, and supported by the PCN Business Manager Leighla Davenport, aims to improve access to services in Gloucester City, including holding extra clinics at weekends, training health colleagues to support those with complex respiratory conditions and supporting staff to help audit patients' symptoms to spot those at increased risk and treat them quickly.

Working in a community where more than 80 different languages are spoken and where 50% of the patient population are among the most deprived in the county, Sonia's role as respiratory champion has been essential in helping to improve health outcomes. Under Sonia's guidance patients can now benefit from weekend clinics helping those who cannot access primary care services during the week gain the support and care they need.

2.5 Business Case for a new Hucclecote surgery approved

The Hucclecote practice will be relocating into a purpose built facility for around 10,000 patients on a County Council owned site at North Upton Lane, in Hucclecote and 0.4 miles from the existing surgery. It will be part of a mixed development funded by the County Council and planned to be opened in August 2025. The key objectives of the scheme are as follows:

- Provide sufficient capacity for the long-term delivery of primary care in Hucclecote.
- An improvement in the patient experience with modern, well designed accessible, user-friendly facilities for all ages, abilities and needs.
- Facilitate the transformation of service provision and meet the needs of national and local strategies, particularly an expansion in the range of services.
- Support workforce and training challenges.
- To address the inadequacy of the current building condition.
- Deliverability in terms of being acceptable to patients, wider stakeholders and represents Value for Money.

2.6 Drybrook Surgery, Forest of Dean: Update

A Caretaker contract for Drybrook Surgery has been signed. This means that GP services at Drybrook Surgery continued from 1 June 2023 following the end of the Mitcheldean Partnership contract.

The Caretaker is a local GP, Dr Anna Raymond, along with Nurse Practitioner Katie Dyer (nee Cook) and Practice Nurse Nichola Winstanley. The new contract started on 1 June 2023 and patients should not experience changes in the way they receive primary care medical services. A full range of services continues to be provided from the current Surgery building and patients remain on the Drybrook Surgery patient list, so did not need to take any action. This contract will run until 1 December 2023.

Due to the nature of the new contractual arrangements patients who currently use the dispensary at Drybrook Surgery needed to choose a new pharmacy from which to obtain their prescribed medication. This change was due to the NHS Pharmacy Regulations and was outside of NHS Gloucestershire's control. Any patients affected by this change was sent a letter which set out clearly what they needed to do.

The procurement for a longer-term solution is underway and will involve a competitive procurement process, with the intention that a permanent contract provider takes over from December 2023. The ICB will continue to keep patients up to date with progress through information in the Surgery waiting room and regular updates on the Surgery website.

2.7 Blood Pressure Optimisation (BPO) Programme

One Gloucestershire Integrated Care System is looking at new ways of diagnosing and managing high blood pressure, or hypertension, with support from the West of England Academic Health Science Network (AHSN). The Blood Pressure Optimisation (BPO) Programme aims to prevent heart attacks, strokes and other forms of cardiovascular disease (CVD), working in partnership with primary care.

High blood pressure rarely has noticeable symptoms so people don't realise they have it and it can go untreated. It then increases the risk of serious health problems like heart attacks and strokes. Although it's a leading risk factor for CVD, it's both preventable and treatable. According to the UK Health Security Agency, CVD is one of the conditions most strongly associated with health inequalities – the term which describes unfair or avoidable differences in health across the population. The central plank of the BPO is to improve the management of high blood pressure.

Risk stratification enables PCNs to run an automated search on their software system which produces a list of patients across four groups, according to priority. Some won't need to see a clinician urgently if they have normal blood pressure, others will need more urgent review if their blood pressure reading is higher and they have other medical conditions/diseases (comorbidities). If a patient has had no blood pressure check in 18 months they will be contacted by a healthcare assistant (HCA) to arrange an up to date reading and those with blood pressure above 140/90 will be invited for a review appointment.

Further improvements have included a new blood pressure protocol for practice staff. The project has resulted in an additional 67 patients being added to the hypertension register and another 199 with a previous raised blood pressure reading have had a hypertension diagnosis excluded by the use of home blood pressure monitoring. Other features of the BPO include:

- Self-management, which includes remote monitoring
- Using the wider workforce to support patients with remote care and self-care

A supply of blood pressure meters which can be loaned to patients at high risk have been provided. At the end of May 2023, 18 meters were currently on loan, including one which was helping an asylum seeker based in temporary accommodation to take regular readings. A series of readings is necessary to make proper assessments and plot out the appropriate course of treatment.

An aspiration of the project for the Inner City PCN is to train the wider workforce to outreach to community groups so that they can spread information. The West of England AHSN has provided project management support and regular meetings to review progress, challenges and lessons learned. Webinars, and motivational coaching training have been delivered to support effective patient communications. Teams are also encouraged to innovate. The programme has been running since July 2022 and the team are keen to make further strides. It is hoped that the project at GHAC will be used as an example of good practice.

3. Section 3: Local Providers' updates

This Section includes updates from Gloucestershire Hospitals NHS Foundation Trust (GHT), Gloucestershire Health and Care Services NHS Foundation Trust (GHC) and South Western Ambulance Service NHS Foundation Trust (SWAST).

These items are for information and noting.

3.1 Gloucestershire Hospitals NHS Foundation Trust (GHT)

3.1.1 Operational Context

The Trust continues on a broadly positive trajectory in respect of operational performance with significant improvements in ambulance handover delays and Category 2 response times. Inevitably, recent industrial action by junior doctors and nursing colleagues has introduced a number of operational challenges but Trust teams and leaders have worked incredibly effectively to maintain safe care.

GHT continues to make progress in respect of supporting patients with No Criteria To Reside (NCTR) to be discharged home or to onward care. The number of patients whose discharge is delayed has reduced further with an average of 195 for the month of April, and an average of 167 in the last seven days; this is from a peak of 257 in January. The Operational Planning Trajectory commits the system to achieve 160 by March 2024 although it is aiming to improve upon this. These recent improvements have enabled the planned closing of the winter ward at Cheltenham General (Prescott) without a significant impact on flow. Last month GHT held a Clinical Summit with clinical colleagues to develop a plan for reducing, and ultimately, eliminating the need to board patients on wards and care for patients in areas not intended for this purpose, including day surgery and Emergency Department cohort areas.

The Trust continues to perform well in respect of elective waiting times and Gloucestershire was the only system in the South-West Region to achieve the national standard of no patients waiting more than 78 weeks and are now well placed to achieve the 65-week standard. Of particular note, this was achieved despite the total number patients waiting for planned care being the highest in the South West, which speaks to the diligence and focus of teams in managing the Patient Tracker List (PTL). In Gloucestershire, there are 107 patients per 1,000 population in a waiting list, compared to 96 per 1,000 waiting in the South West; however, we have just 3 per 1,000 waiting more than 52 weeks, compared to 6 per 1,000 in the Region. The greater number of patients waiting overall does underline the importance of delivering the operational plan requirement of 105% of 2019/20 activity to enable us to reduce the total number of patients waiting.

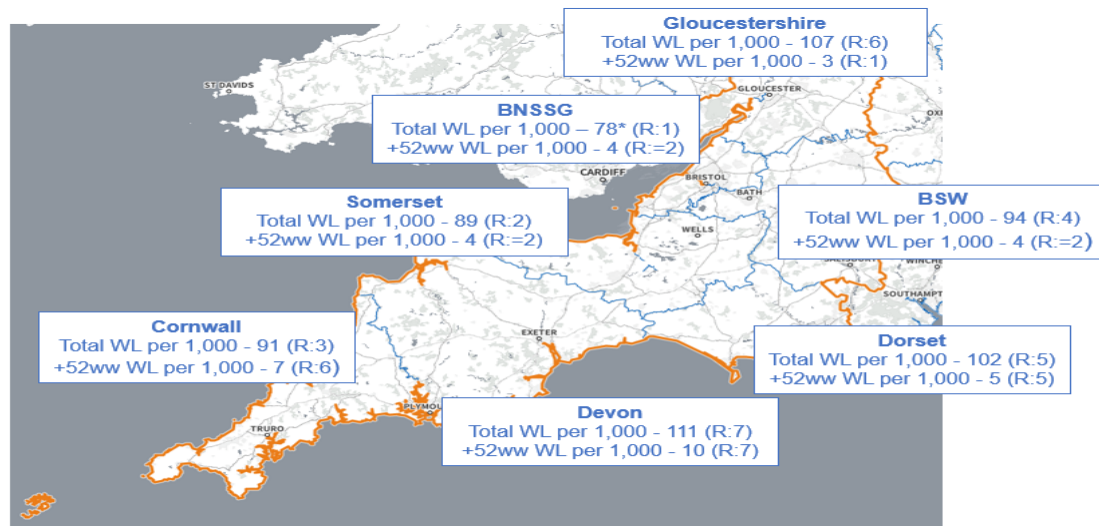


Figure 1: Patients on a hospital waiting list per 1,000 patients – admitted & non-admitted

Teams have worked incredibly hard to minimise the loss of elective activity associated with industrial action. Despite the short notice changes to the period of industrial action by members of the Royal College of Nursing (RCN), teams managed to re-book 90% of the activity that had been stood down meaning only 58 patients (41 outpatients and 17 elective procedures) were impacted by industrial action. Regrettably, the junior doctor strike days had a much more significant impact with 241 elective procedures cancelled and 715 outpatients. However, thanks to the efforts of administrative teams 89% of these patients have been re-booked. Although the Trust has yet to receive formal notification of the local intentions regarding further strike action later this month, it is planning for likely scenarios (see below).

The very significant focus on cancer is continuing to bear fruit with significant reductions in the number of patients waiting more than 62 days for their first definitive treatment following a GP referral. As of end June 2023, there are 150 patients waiting more than 62-days to commence treatment, from a position of 402 at the start of the calendar year. This does mean that the 62-day performance measure is declining (as expected) as many more of the longest waiting patients who have already breached the standard are treated. The Trust goal remains to achieve the national standard of 85% of patients being treated within 62 days of GP referral and teams are working hard to achieve this. Equally positively, every speciality is on track to achieve the two-week wait standard for the first time since before the pandemic – this is a hugely important milestone in supporting delivery of the 62-day target. None of this would be possible without the hard work and dedication of staff. Finally, GHT remain one of only two Trusts in the SW Region achieving the 28-day Faster Diagnosis Standard.

3.1.2 Industrial action

In terms of industrial action the national picture is mixed. While the majority of unions representing NHS staff have now accepted the Government's pay rise and moves

are now underway to implement the new deal for all staff employed under Agenda for Change terms and conditions, including nurses, a number of substantial unions including the British Medical Association (BMA) and the Royal College of Nursing (RCN) remain in dispute.

At the time of writing this report the BMA Junior Doctors' Committee has just announced the first ever 5-day strike in NHS history from July 13-18. The BMA Consultants' Committee had announced indicative strike dates of July 20-21 pending the outcome of the consultants' ballot. The ballot results were announced on 27/6/23 and were strongly in favour of strikes. GHT has not yet received formal notification of the strike but expect it soon. Members of the RCN have been re-balloted and have rejected further strike action.

The Trust made extensive plans during the most recent period of industrial action, a 72-hour walk out by the BMA held earlier in June. The aim was two-fold: to support colleagues to exercise their right to strike, whilst keeping our hospitals safe. Teams worked incredibly hard to minimise the loss of elective activity associated with the unrest.

It is also worth noting that industrial action across other sectors, particularly education, can have an impact on the workforce. The Trust continues to follow national developments closely and is hopeful that resolution can be found that brings an end to the unrest.

3.1.3 NHS75

On Wednesday 5 July 2023, the NHS will celebrate 75 years of service and GHT will play its part along with system partners in marking this significant milestone. A wide range of activities are planned throughout the week as the local NHS comes together with the community to mark the occasion. Plans include:

- NHS75 Commemorative Badge - paid for by our Charity
- Planting of 75 Trees across sites
- NHS75 Cakes for staff
- NHS75 Service – Gloucester Cathedral 6 July 2023
- NHS75 Parkrun - 8 July
- Themed Menus in restaurants

The celebration at Gloucester Cathedral is on 6 July 2023 and is open to staff as well as colleagues closely linked with the work of health and social care. Three colleagues' images have been shortlisted in the national NHS75 photo competition organised by NHS England in partnership with Fujifilm. The categories were *Our People*, *Our Environment*, *Our Care*, *Our Partners* and *Our Innovations* and all three of the Trust's shortlisted candidates submitted in the latter category. The images, by

Nigel Hayward of Medical Engineering, Pharmacy Technician Lee Edwards and Ophthalmic Imager Richard Aldred, will be displayed at an exhibition at Fujifilm House of Photography in Covent Garden, London and open to public viewing from 5 July 2023.

3.1.4 Digital journey

The GHT Maternity and Digital team went live with BadgerNet in June 2023, which is a full electronic patient record (EPR) that supports clinical and administrative management of the entire maternity journey and will replace the current paper-based records.

The BadgerNet system will provide colleagues with a single point of access to the information they need to make fast, informed decisions to provide the best quality care to all our patients. It will also improve the patient experience and empower families by giving them easy access to their notes. To mark the advancements, the team purchased branded baby grows to give to the first babies who were born and put on the system.

The deployment of such technology takes significant planning and technical expertise and the roll-out marks another step in our digital maturity.

3.1.5 Freedom to speak up

The Trust has strengthened its approach to accountability, challenge and staff support through the appointment of a dedicated lead for Freedom To Speak Up. There are a number of teams across the Trust who have 'Guardians' so plans are now in place to ensure clarity between the roles they all play.

The Freedom To Speak Up (FTSU) Guardians work alongside leadership teams to support the organisation in becoming a more open and transparent place to work, where all staff are actively encouraged and enabled to speak up safely.

FTSU is designed to contribute to creating a culture of openness throughout the organisation, to ensure that speaking up processes are effective and continuously improved and to ensure all staff are supported appropriately when they speak up or support other people who are speaking up.

The Trust also has a key role in helping to raise the profile of raising concerns in the organisation and provide confidential advice and support to staff in relation to concerns they have about patient safety and how their concern has been handled.

3.1.6 Staff awards

GHT annual staff awards recognise the very best of colleagues every year and the patient choice award, nominated solely by members of the public, is now open. For the Trust, the awards are a celebration of the hard work, loyalty and dedication of

individuals and teams across its hospitals (Cheltenham General, Gloucestershire Royal and Stroud Maternity Unit). This year there are 16 categories covering the breadth and depth of the work undertaken at these hospitals. The event, split over two nights, will be held in November 2023.

GHT is fortunate to have attracted sponsors to enable them to make the awards something really special for staff. Their involvement allows the Trust to create links with local businesses and gives them the opportunity to attend the evening and hear at first hand some of the wonderful things staff have done over the year. The Staff Awards aim to thank staff for their hard work, their innovation and for the outstanding care they provide for patients in the county.

If you would like to nominate a member of staff then please do visit the website: gloshospitals.nhs.uk

3.1.7 Marking Windrush

In June 2023 the Trust marked the 75th anniversary of the Empire Windrush arriving in Britain. On 22 June 1948, [HMT Empire Windrush](#) arrived in the UK, carrying more than 1,000 passengers from the West Indies who were invited by the government to help rebuild the country after World War 2. This was the first wave of post-war immigration with many of the passengers taking up roles in the NHS, which launched just two weeks later. The Trust is proud that many of them decided to settle here and last month celebrated their immense contribution to every aspect of British culture and daily life. To mark this historic event, celebrations were held at both main sites with music and refreshments which were both well received and attended.

3.1.8 Sponsored run

Colleagues put their best foot forward as part of charity fundraising run at Cheltenham Racecourse last month (June 2023). Thousands of pounds have been raised to help buy new equipment following the success of Cheltenham Running Festival. Competitors/fundraisers competed across four events ranging from a half marathon through to a kids run. It can't be overstated enough just how important these events are to help raise vital funds.

3.1.9 Biomedical Science Day

Last month GHT marked Biomedical Science Day where it celebrated the huge contribution that biomedical scientists make to the Trust and the wider NHS. Often behind the scenes, biomedical scientists play a vital role and roughly 80% of all diagnoses in the NHS will involve a biomedical scientist. Most departments including operating theatres, wards and emergency department would not be able to function without the service provided by biomedical scientists and others in the laboratory service.

3.2 Gloucestershire Health and Care NHS Foundation Trust (GHC)

3.2.1 Community Mental Health Transformation

A series of engagement events have been held to discuss the transformation of community mental health services across the county. The events have taken place in the Forest of Dean, Gloucester, Stroud, Cheltenham and the Cotswolds.

They have been an opportunity to meet with people who use mental health services, carers, professionals and representatives from the voluntary and community sector, to provide updates and seek feedback on various initiatives. This includes:

- the continued roll out of mental health professionals into GP surgeries, increasing the uptake of physical health checks by people with serious mental illness (SMI);
- a new assessment model; and
- the introduction of Locality Community Partnerships (LCPs).

LCPs are now in place in the Forest of Dean and will soon be expanded countywide. They involve statutory and non-statutory agencies meeting together to provide more holistic, person-centred support for people with SMI giving a greater opportunity for support such as social prescribing. As part of the programme, mental health training is also being provided to a wide range of representatives from the charitable and voluntary sector.

The Community Mental Health Transformation programme is being led by GHC on behalf of One Gloucestershire, working closely with Inclusion Gloucestershire and the VCS Alliance. Further details on the programme are available via www.ghc.nhs.uk/cmht

3.2.2 Apprenticeship Award Success

Gloucestershire Health and Care NHS Foundation Trust is a finalist in this year's South West Apprenticeship Awards. The Gloucestershire Live Awards, held in partnership with South Gloucestershire and Stroud College, have expanded this year to cover the entire South West, and the Trust is very proud to have been nominated in the **Large Employer of the Year** category. The Trust hopes 'third time's a charm', having scooped the Employer of the Year Award in the 2021 and 2022 Gloucestershire Live Apprenticeship Awards.

GHC is also thrilled that Health Care Assistant Vicky Smith from the Intensive Health Outreach team, has been shortlisted in the **Apprentice of the Year (Health, Wellbeing and Care)** category. The winners will be announced at the South West Apprenticeship Awards ceremony at Ashton Gate Stadium in Bristol on Thursday July 6.

3.3.3 Forest of Dean Community Hospital

Progress on the new Forest of Dean Community Hospital is still on track, with building work planned for completion in early 2024. There will then be a commissioning period, during which all the necessary internal infrastructure, including IT and equipment, will be installed prior to a period of intensive cleaning in readiness for patients (and staff) to be moved in.

The hospital is being built to sustainable BREEAM Excellent certification (Building Research Establishment Environmental Assessment Method) and showcases various features that make it a model of sustainability and environmental best practice. For example, the building features extremely thick, 250mm insulation in its walls and roof and relies solely on electricity (i.e., no gas or fossil fuels), and uses alternative air source heat pumps, mechanical ventilation recovery systems and on-site renewable energy sources to offset its energy consumption. In fact, the hospital will be a net contributor of electricity to the national grid, so its carbon footprint will decline over time, which could lead it to achieve net zero in the future.

Another feature of the project has been the commitment to ecology and biodiversity. For example, extensive consideration has been given to the surrounding wildlife, such as dormice and bats, to ensure the hospital does not encroach onto their existing habitats. Additionally, the hospital incorporates bat and bird boxes throughout the site, while also committing to planting of significantly more plants and trees than were previously in situ, which will ultimately enhance its biodiversity by over 10 per cent.

3.3.4 Wotton Lawn Hospital

Wotton Lawn Hospital was the subject of a series of high-profile media stories in May 2023, including on Sky News and the local BBC. The stories were based on reports from patients and their families, about incidents which had taken place at the hospital – all of which had previously been investigated in accordance with national and local protocols – as well as allegations about staff behaviour.

Following the coverage, NHS Gloucestershire Integrated Care Board convened a rapid quality review meeting under NHS England National Quality Board Guidance. It was agreed that there would then begin a period of 'enhanced surveillance' to enable the ICB to receive additional regular reports and information about the hospital, to include:

- Staffing levels and use of agency staffing
- Data relating to patient discharges and leave
- Length of stay and admissions/occupancy levels
- Patient experience data
- Good practice examples

In addition, the ICB will establish a task and finish group involving service users, to explore how discharge communication can be improved, and a review of the

advocacy service. This will be on top of ongoing work already underway within Gloucestershire Health and Care NHS Foundation Trust including regular quality audits and reporting, and the introduction of additional security measures within the hospital.

3.3 South Western Ambulance Service NHS Foundation Trust – Update

3.3.1 Ambulance data set

In the Summer, the Trust will be introducing the Ambulance Dataset (ADS). Along with all ambulance Trusts in England, it will be submitting data from the Electronic Care System (ECS) and the Computer Aided Dispatch system (CAD) to NHS England. The aim is to standardise the data routinely used in ambulance services to enable more appropriate benchmarking, and to improve patient outcomes, safety and experience by using the data to help reduce pressure across the system and gain a better understanding of how and why people access urgent and emergency care.

3.3.2 New Non-Executive Directors appointed

SWAST is delighted to welcome two new Non-Executive Directors to the Trust in May 2023:

- Javid Razwan Akbar (Chair of Audit and Assurance Committee) is a chartered accountant having trained and worked at Price Waterhouse Coopers as an Audit Manager. He has been working within the banking sector on the strategic delivery of significant change and transformation programmes on a global scale.
- Sarah James (Chair of Finance Committee) is a qualified accountant with 35 years of experience working within the NHS. As well as financial expertise Sarah has experience in corporate governance, programme management and environmental programmes.

3.3.3 Staying Well Service wins coveted national award

The Trust's Staying Well Service has been awarded The Recognition of Excellence and Outstanding Engagement Award at this year's Great British Workplace Wellbeing ceremony. The award recognises organisations that have placed outstanding engagement with staff at the heart of its wellbeing strategy and have helped to create direct and positive outcomes with individuals as a result of its engagement.

3.3.4 Machu Picchu trek for ambulance charity

A determined group of ambulance colleagues recently completed a 28-mile trek on the Inca Trail before arriving at their destination of the historic Machu Picchu. They have so far raised over £8,000 for the South Western Ambulance Charity.

3.4 PPG (GP OOHs) - Update

3.4.1 Work continues to progress the re-procurement of the 111 and OOH services for Gloucestershire. The focus of the work at this early stage of the process is on developing a robust service specification for the future services, that take account of the changes in the ways patients are now accessing care since the COVID-19 pandemic.

A detailed review of the profile of calls that come in to 111 is being undertaken, the dispositions of these calls and the routes that patients take post that initial contact, mapping the pathways so, where possible, the patient journey can be streamlined. The focus is to make most efficient use of the resources available in Gloucestershire, in terms of the available workforce, sites and capacity in onwads services to refer to - which of course vary by time of day.

The procurement programme board will work with the UEC patient reference group to ensure patient input into the development of the proposed specification.

3.4.2 In terms of the current services, NHS Gloucestershire ICB is working closely with PPG (the provider) to support performance improvement. The work to deliver the CQC action plan is progressing well and some positive feedback has been received from the CQC on the improvements being seen.

3.4.3 Practice Plus Group has been named as *'Our Health Heroes' Equality, Diversity and Inclusion (ED&I) Champion for 2023* at the Skills for Health Annual Awards Ceremony. At the heart of Practice Plus's strategy is their ED&I Steering Group; which relentlessly champion this vitally important work. The group is responsible for the introduction of a reverse mentoring scheme, incident reporting tool, and recruitment monitoring amongst other initiatives.

4. Recommendations

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

Dame Gill Morgan
Chair
NHS Gloucestershire ICB
July 2023

Mary Hutton
Chief Executive
NHS Gloucestershire ICB