OUR PLANS FOR THE FUTURE

Working in partnership to deliver ‘better care together’ across Morecambe Bay

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WHY WE NEED TO CHANGE

Our geography
We serve a population of 365,000 across a catchment area that is more than double the size of the average NHS trust. We currently have five hospitals – including three main sites – across this area, where an urban trust, serving a similar sized population, would have just one or two hospitals. This means our budget has to be stretched more thinly.

Issues at our Trust
Our staff work really hard and do a good job, day in, day out, often going the extra mile for our patients. However, in recent years, for many reasons, we have not always provided care as well as we should. We have sometimes let our patients and their families down.

There have been a number of high profile reviews which have affected public confidence and staff morale. In 2014 the Trust was placed in Special Measures following an inspection of its hospitals by the Care Quality Commission. Many improvements have been made in order to deal with these problems. We’ve seen good progress in our record keeping, outpatients, maternity services and mortality levels, as well as significant investments in staffing. For example, in the last three years, in addition to replacing staff that have left, we have taken on 25 more doctors, 71 more registered nurses and 11 more registered midwives. We are also committed to investing a further £3m in front-line nursing staff. Of course, this has meant spending more money.

Lack of services outside hospital
The ‘better care together’ initiative commissioned a report which shows that thousands of people across Morecambe Bay are being admitted to hospital unnecessarily and are staying in hospital longer than they need to because we haven’t got the right support in primary and community care. The report showed that staff are often reluctant to discharge patients into the community, believing that the hospital is the safest place for them to be. This is inconvenient for patients, very expensive, and puts unnecessary pressure on our hospitals, making it very difficult to provide consistent, high quality care.

Our quality challenge
We still have more work to do to consistently provide the high quality, safe care our patients deserve. We need a working environment and culture which promotes and welcomes honesty, safety first, openness and compassion in everything we do. That is why we have developed a Quality Improvement Plan.

Our aim is to create a culture of continuous improvement which is both patient-centred and safety focused. We want all teams and staff to be involved in improvement and innovation as part of their everyday business.

What is ‘better care together’?
‘better care together’ is the review of health services which aims to improve care for communities across Morecambe Bay both now and in the future, in and out of hospital.

Our financial challenge
As a result of the issues we have faced, particularly our geography, we are spending £25-£30m a year more than we receive. This gap is expected to rise to £71m a year in five years’ time, unless we make changes.

Even if we make all the savings in our existing services that we think are possible, the financial gap will still be £30m in five years’ time. If we carry on as we are, we will not be able to invest in new services and equipment and our health services will fall behind those in other parts of the country.

That is why local NHS organisations have developed the ‘better care together’ strategy. The aim is to change the way local health services are provided so that we can deliver high quality services inside and outside hospital which we will be able to afford.
A detailed Quality Improvement Plan has been developed to ensure that we all work together to achieve our commitment of delivering safe, high quality care for all of our patients, as well as making our hospitals modern and efficient places to work.

The first year of this plan includes how we are addressing the issues raised by the Care Quality Commission as part of its 2014 inspection of our hospitals.

Our Quality Improvement Plan will focus on three key improvement outcomes:

### Continuous improvement is everyone’s business

We want all teams and staff to be involved in improvement and innovation as part of their everyday business.

We want local teams to regularly discuss performance, innovation and improvement.

### Our goals

Our goals over the next 5 years include:

- **98%** of our patients receiving harm free care
- A mortality ratio that is 5-10% better than the national average
- At least 50% of inpatient wards and 15% of outpatient areas achieving exemplar status

Exemplar status will be awarded under our Ward Accreditation Scheme, which will assess wards and departments against a core framework of standards.
We all want the very best care and treatment, and as medical technology continues to advance, we are all living longer, leading to changing demands on our health and care services.

That's why, together with our local NHS and social care partners, we've created ‘better care together’ – our vision for the way services will work in the future.

Our aim is to ensure our hospitals and local health and care services can continue to provide safe care, in modern environments, to the highest standard and be still affordable for the future.

Through our plans we will break down traditional barriers between hospitals, GPs, community and social care services so we can work together as one co-ordinated system.

On this page you can see a summary of plans for care outside hospital and on the following pages we talk about what the changes will mean inside our hospitals.

The review of health care

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Developing services around patients

In future, responsibility for health and care will become a true partnership between the people needing to access services and those who provide them.

People will be enabled to make lifestyle choices that will keep them healthy for longer. They will be able to take control and manage their long-term conditions with local clinical teams integrating the support and technology they need around them.

Our local GP practices will become the way for people to gain access to all care including hospital services. GPs will work closely with a wide range of other health and social care colleagues to ensure people’s needs are met, and to cut through the red tape that causes unnecessary barriers, delays and expense in the existing system.

Hospital consultants will work alongside these new teams in the community to share their expertise, so that more staff are able to help patients cope with the long-term conditions that so many of us will encounter in our later years.

Many outpatient clinics will take place in the community with hospital consultants travelling to patients rather than the other way around.

GP practices will need to be updated. In Lancaster a number of schemes are being considered, one of which could see several practices coming together under one roof, in a brand new modern building on the Royal Lancaster Infirmary site. In Barrow, the Alfred Barrow (a former school) site is proposed to become a new facility which could include: GPs, district nurses, the ambulance service, mental health, pharmacy, children’s centre, physiotherapy, rehabilitation services and social workers.

By ensuring that community based services become the first port of call for most people, our local hospitals will be able to focus on providing excellent care to fewer patients - those who really need it. The reduced pressure on hospital services will drive up service standards, costs will fall, lengths of unnecessary hospital stays will reduce and waiting times will improve.
HOW OUR HOSPITALS WILL CHANGE

We want our hospitals to be great places to be cared for and great places to work.

In order to deliver the ‘better care together’ strategy and to make our hospitals great places to work and be cared for, we will need to make a number of changes at our hospitals, including investing in our facilities to make them fit for 21st century healthcare. Our hospitals need to be designed around the patient; ensuring services are close to each other and can fully support the demands of a modern healthcare system both now and well into the future.

The ‘better care together’ strategy would mean that we would retain our three main hospitals in Barrow, Kendal and Lancaster, as well as further developing our services in Morecambe and Ulverston. The aim is to deliver first class A&E, urgent and emergency care, together with consultant led obstetric units at both Furness General Hospital and the Royal Lancaster Infirmary. A midwifery led unit would also be retained at Westmorland General Hospital.

Over the next few years, the ‘better care together’ strategy will also mean that fewer patients will need to come into hospital. It is estimated that, over time, by working with people to keep them fit and healthy; treating more people in the community; and in some cases using less invasive ways of treating people, we will need up to 150 fewer beds across our hospitals. By helping patients to manage their own conditions and to make individual decisions about whether follow up appointments are needed, it is estimated we will also need around 65 fewer clinics a week.
ROYAL LANCASTER INFIRMARY

The Royal Lancaster Infirmary (RLI) is the hospital site where we need to make the biggest improvements to bring it up to an acceptable standard.

The Lancaster site is not well designed. It is expensive and inefficient to maintain. For example, there is one unit where we currently have to spend around £250,000 a year on patient transport within the hospital site because two parts of the hospital are built on vastly different levels.

We will develop the RLI to become a hospital to be proud of. Our vision over the next 5-8 years involves significant investment to redesign the site, bring services closer to each other and improve patient flow, safety and treatment experience.

Our vision is for a major expansion and restructure of the core Centenary Building to accommodate all clinical areas. All surgery wards and theatres will be brought together on a single floor to make patient transfers as short as possible. Modern wards clustered in a single block will be equipped with 50% single rooms. There will be new, purpose built units for oncology and ophthalmology.

There will be three new day case theatres and one new in-patient theatre.

We will also build a new multi storey car park for both staff and visitors. This will be one of the first changes that people will see at the hospital.

Building on Lancaster’s growing reputation for medical training, we will create a new Education and Conference Centre within the Grade II listed building in the northern quarter of the site.

Artists impression of what a newly designed Royal Lancaster Infirmary could look like over time, bringing patient services closer together, enhanced education facilities and a purpose built multi-storey car park.

This picture is just for illustration and subject to change.

ULVERSTON AND MORECAMBE

Ulverston Community Health Centre offers outpatient services, physiotherapy and X-ray services while Queen Victoria Hospital in Morecambe also offers outpatient services such as urology and cardiology.

As ‘better care together’ aims to deliver a greater degree of care in local neighbourhoods, these facilities will continue to act as valuable community assets.
The main hospital was opened in 1984. However, we need to make a number of improvements to the existing facilities, some of them linked to the ‘better care together’ strategy.

Changes will be made to the current clinical space within Furness General Hospital to improve the flow of patients through clinical units by relocating some services and rationalising a number of others.

There will also be a new day case theatre, expanding the capacity to serve local people.

We are also planning to make a number of improvements to our Women and Children’s facilities.

Over the last two years, as we have at our other two main hospitals, we have invested in Westmorland General Hospital to make it more welcoming to visitors. Westmorland General Hospital forms part of our future plans and will see many services retained and developed at the site. This year, the site will be the first to see the installation of completely new signage, helping to improve the patient experience. This development will then be rolled out over the following 12 months to our hospitals in Lancaster and Barrow.

Our midwifery led-maternity unit, Helme Chase, will be retained in Kendal, meaning local people will still be able to have their babies at the hospital if they choose. Patients needing chemotherapy and dialysis will continue to receive treatment and support. Radiology will remain on site and we are supportive of the local campaign to bring radiotherapy to the hospital.

The GP led Primary Care Assessment Centre will still offer treatment and advice 24 hours a day/7 days a week.

The ‘better care together’ programme means patients who are treated in hospital will be discharged back home or into community based facilities more quickly than in the past as there will be additional support to help them recover within familiar surroundings.
INVESTING IN OUR PEOPLE

We will constantly provide the very best patient and staff experience. We will listen to and involve our patients and staff.

Creating a strong culture

We want this to be a hospital trust where:
• Everyone is involved in making continuous improvements
• Our staff are supported to reach their full potential
• Our staff feel healthy, happy and safe
• Our staff are involved in decisions that affect them
• Our staff live our values, demonstrated through their behaviours and actions.

Improvement Hub

We need to become a learning organisation: where improvement and innovation is part of everyone's role, and is considered part of the day job or 'the way we do things around here'.

The Improvement Hub will give staff the opportunity to make improvements that affect them and their patients. The Improvement Hub will train people in service improvement skills and oversee delivery of the improvement objectives.

Safe staffing

We are committed to meeting national guidelines for nursing levels and have introduced 'Red Rules' to ensure safe staffing levels on our wards.

Over the last three years, we have invested over £5m in nursing, medical and midwifery staff. From 2014, we have started to invest a further £3m to recruit additional front line staff. We are committed to reducing our reliance on agency and temporary staffing.

We will expand our approach of 'cohort' recruitment, ensuring we are recruiting before people leave wherever possible. We will continue the Clinical Healthcare Support Worker apprenticeship programme, with the aim of extending this approach to other areas of the Trust.

Employee wellbeing

We want to develop a flexible, highly skilled, motivated and engaged workforce.

We will continue to develop our approach to supporting employee health and wellbeing, rewarding good attendance and promoting personal responsibility.

Some of our staff, like those in the wider community, have long-term medical conditions and we want to improve how we support and look after them.

‘better care together’

The ‘better care together’ programme will lead to more services being delivered out of hospital, with community based services becoming the first port of call for most people. Our hospitals will be able to focus on providing excellent care to fewer patients - those who really need it.

Although fewer hospital jobs will be needed in the future, we expect any reduction to be met by people retiring and reducing the number of agency staff.

This shift will require our culture to change, and everyone from consultants to administrators will need to work more flexibly to deliver care when and where our patients need it.

We offer our commitment to make these changes in partnership and consultation with staff and their representatives, and we believe that many new, exciting development opportunities will be created as a result. We recognise that with change can come uncertainty and we will continue to develop our approach to supporting staff through these changes, working together to prepare for new futures.
MAKING TECHNOLOGY WORK FOR OUR PATIENTS AND STAFF

Technology will play a key role in helping us to modernise and transform the delivery of healthcare across Morecambe Bay.

Why technology is important for the NHS

The NHS Five Year Forward View points out that most countries’ health care systems have been slow to recognise and capitalise on the opportunities presented by advances in information technology. It emphasises the need for all NHS organisations to raise their game on health technology – to help radically improve patients’ experience of interacting with the NHS.

We have an IT and Informatics Strategy built around eight key themes. A key event in 2016 is the end of our formal contract for Lorenzo and Ormis, an opportunity for the Trust to look again at what we need to help fully realise our potential under ‘better care together’. We know from staff that they want to see our systems improved, particularly in terms of speed.

Lorenzo is the name of the Trust’s electronic patient record system (ePR) and Ormis is our Theatre computer system.

The Electronic Patient Record

The Trust’s Electronic Patient Record (ePR) Programme is very ambitious and is still ahead of most other hospital trusts. Over the next two years the programme will deliver electronic Prescribing and Medication Administration across all our wards and departments, electronic requesting of diagnostic tests, some medical device integration and a mobile working capability.

A paper-lite hospital

Paper-lite inpatient care means patient records will be largely paperless. We are aiming to start a paper-lite inpatient care project in 2016. As the NHS Five Year Forward View emphasises, patients will have full access to these records, and be able to write into them. They will retain the right to opt out of their record being shared electronically.

Integrated technology

Integrating technology with other local health care providers will be a key element in the ‘better care together’ strategy. We want to make sure that electronic patient records are available to all clinicians wherever they are seeing patients or making clinical decisions, to ensure the most effective delivery of care. Ensuring the security of the information will be a key element in the success of our plans.

As part of the initial stage of ‘better care together’ we have identified that we will need to invest around £6m to help put the new integrated structure in place. This investment will benefit staff across all of the organisations involved in ‘better care together’ and ultimately improve our service to patients.

Improving quality

We will make more use of technology to find out how we compare with similar hospital trusts to help us make improvements in our care. We will also use technology to predict how our services will need to change in future, to reflect changing patient needs and developments in health care.

Improving data quality is key to making successful use of our technology and is the responsibility of everyone working in the Trust. We want to develop a culture of “getting it right first time”.

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The NHS Five Year Forward View sets out a clear direction for the NHS in England, showing why change is needed and what it will look like. Our strategy, ‘better care together’, is closely aligned with it.

Across the NHS, urgent and emergency care services will be redesigned to integrate between A&E departments, GP out-of-hours services, urgent care centres, NHS 111, and ambulance services.

The NHS will do more to empower and support patients with long-term conditions to manage their own health.

The NHS will back hard-hitting national action on obesity, smoking, alcohol and other major health risks.

The NHS will have a more engaged relationship with patients, carers and citizens so that we can promote wellbeing and prevent ill health.

NHS England and the NHS regulator, Monitor, will work together to consider whether any adjustments are needed to the NHS payment regime to reflect the costs of delivering safe and efficient services for smaller providers relative to larger ones.

Smaller hospitals will have new options to help them remain viable, including forming partnerships with other hospitals further afield, and partnering with specialist hospitals to provide more local services.

The NHS will provide far more care delivered locally and take decisive steps to break down the barriers in how care is provided between family doctors and hospitals, between physical and mental health, and between health and social care.
MAKING SURE OUR SERVICES ARE AFFORDABLE

We will provide affordable and high quality health care by making our services more cost effective and working with other NHS organisations to deliver more care outside hospital, closer to where people live.

The ‘better care together’ programme

The ‘better care together’ programme will involve reducing the amount of services that need to be delivered in hospital by providing more services in the community. This will significantly improve health and social care services in the Morecambe Bay area, while reducing the Trust’s costs.

The overall annual savings generated by this approach are forecast at around £18m and therefore cover about 70% of the Trust’s financial gap.

Meeting the financial challenge

Locally we have the challenge of having to run more hospitals across a larger area than many other urban hospital trusts with a similar budget. At the same time, we have had to spend more money to improve the quality of our services. Nationally there is also a growing financial gap because of increasing demand for health services, mainly because we are living longer – which is a good thing.

If we do not make changes in the way we provide our services, the need to replace the funding gap will ultimately affect the quality of the care we can provide.

Improving our efficiency

We need to become more efficient in the way we provide services. One of the main ways we plan to do this is by reducing the use of expensive agency staff and making our buildings cheaper to run. We will also improve the way we buy goods and services.

Our Cost Improvement Plan involves improving our efficiency by around 3% a year, which would mean annual savings of around £10m.

Better, more efficient care

The ethos of ‘better care together’ is to ensure patients are actively supported in accessing

“the right care, at the right time, in the right place”.

The Nuffield Trust, an independent organisation, calculates that doing this nationally would not only mean better care for patients but would also be more efficient - avoiding the need for another 17,000 hospital beds over the next five years.

Extra funding

We have also asked for additional funding to reflect the extra costs we face as a result of having a population that is spread out over a much larger area than urban hospital trusts. This is known as a Local Price Modification and would help to ensure we can maintain good quality services while making changes as part of the ‘better care together’ programme.

Investing for the future

In order to make the improvements that are needed in our hospitals we will need to invest more money in our facilities, for example to make some of our buildings more appropriate for delivering 21st century care. Over the next four years we want to invest about £250m in buildings and equipment subject to additional funding approval and support.
WHAT HAPPENS NEXT?

Together with our local health partners, we submitted our clinically led plans to NHS England and Monitor, the regulator of NHS Foundation Trusts, at the end of October 2014. We are in regular discussions with these organisations as we seek to agree the final detail, and secure the required funding. We have not yet secured all of the financial assistance we need, but we do have a clear vision and plan for the future.

We will be making continued improvements to our services and hospitals and will publish a second newsletter in the summer, providing a further update on progress and developments.

You can also be kept up to date by becoming a member of our hospitals, following the Trust on social media, or via our website.

HOW TO GET MORE INFORMATION

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