

CHANGING MODELS OF HEALTH AND SOCIAL CARE ACROSS WIGTOWNSHIRE

1. Purpose of Report

This report provides an update to the IJB on examples of the on-going multi-agency work in Wigtownshire locality including opportunities and challenges in delivery.

2. Recommendations

Board Members are asked to:-

- 2.1 note the examples of the on-going multi-agency work in Wigtownshire as detailed in the **Appendix**;
- 2.2 note the opportunities and challenges in implementing changing models of Health and Social Care; and
- 2.3 provide support to the locality in addressing challenges as detailed in the report including:
 - Recruitment to Wigtownshire
 - Development and use of Technology to support changing models of care
 - Development of robust infrastructure including Technology, Housing and Transport
 - Building positive relationships with the community

3. Considerations

3.1 Across the Wigtownshire locality there are a variety of initiatives being developed in partnership with a wide range of groups and organisations. The overall aim of the initiatives listed below is to promote independence, reduce social isolation and reduce health inequalities another aim is also to reduce the use of health and social care services, such as GP's and reduce the need to prescribe medication in certain cases.

3.2 Recruitment to the Health Improvement Team, as with other services, is difficult and is made more challenging due to the nature of short term funded contracts. Wigtownshire's Public Health Practitioner and Locality Manager are reviewing the current service to design and establish a fit for function health improvement service, which supports the overall delivery of reducing health inequalities and improving health and wellbeing in Wigtownshire.

3.3 The integrated management team have identified the following areas as those posing some of the greatest challenge within the locality:

- Delivery of sustainable GP services
- Development and recruitment of a sustainable workforce to deliver safe, effective and efficient person centred services

- Out of Hours Service(OOHs) – challenges in obtaining medical cover remains the biggest risk for the OOH service including use of agency staff, their knowledge of local procedures and the financial impact.
- Care provision – lack of carers and also lack of placements for care have a knock-on effect across the system: cottage hospitals, STARS, DGRI, community practitioners.
- Patient flow from and to Galloway Community Hospital, Mid Park , Dumfries & Galloway Royal Infirmary and cottage hospitals continues to challenge the locality
- Teams in being able to care for / support people appropriately in a community setting.

3.4 A more detailed report is attached as an **Appendix**.

4. Governance Assurance

4.1 The Wigtownshire Management team have responsibility for development and delivery of the locality delivery plan. The plan will be reviewed on a quarterly basis by Locality Management Groups to monitor delivery. The performance reporting structure currently being developed for the IJB will provide a mechanism to monitor delivery against the Locality Plans.

4.2 The Health and Social Care Management Team have been consulted on this report and are in agreement with the content.

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Appendix – 1

Appendix – Changing Models of Health and Social Care across Wigtownshire

Background Papers - none

Appendix

Changing Models of Health and Social Care across Wigtownshire

This paper offers short summary demonstrating examples of the on-going multi-agency work in Wigtownshire locality including opportunities and challenges in delivery

Locality Planning

Like other Localities, we have now finalised the locality plan. The Locality Improvement and Development Group and Locality Management Team now proceed to focus on working up the Locality delivery plan. This takes into account what is already happening in the locality as well as the high priority themed mapping and development work which is required across the region: Prescribing; regional services; cottage hospitals; secondary care and primary care.

Embedding Communication and Engagement

In Wigtownshire we plan to develop both a Public Engagement and Development Plan and a Communications plan. An Integrated Management Team and Improvement and Development Group have been established. We are currently in the process of establishing a Public Engagement Group. There are considerations to be made here about how this is managed to ensure that the large geographical area of Wigtownshire is covered and that all have a chance to have their voice heard. We are also keen to ensure that each elected member has a chance to be part of these meetings for their own wards, improving engagement with them from the outset. The Health and Wellbeing Partnership are meeting in May to consider how they could lead the design and delivery of Wigtownshire's approach to Public Engagement to ensure our communities are at the centre of designing local models of health and social care which meet the needs of the population.

General Practice

There are 13 GP practices/surgeries including branch surgeries across Wigtownshire. The age profile of GPs, property issues including the design and age of some of the practices, and the difficulty in recruiting medical students, trainees and experienced GPs to the areas needs us to think differently about the way Primary Care Services are delivered across the Locality. This will require both pragmatic and innovative solutions to be found by both Locality and the Integration Joint Board. The Medical Director, Head of Primary Care Services and Locality Manager are meeting with GP's to discuss current challenges and opportunities on how services could be redesigned to meet the needs of the local population. Wigtownshire GP liaison officers are also organising an evening meeting with all local practices looking at ways of working better together.

An Advanced Nurse Practitioner Locality Model is currently being developed which will provide an opportunity to develop a new model of service provision in the coming years. There is an urgent need, however, to develop sustainable GP services in both the short term.

Prescribing

The prescribing support team work with and support general medical practices in Wigtownshire to provide cost effective, clinically appropriate and safe prescribing. The team also provide expert medicines advice to a range of healthcare professionals across the locality and promote and review formulary adherence. The team consists of two part time pharmacists (1 WTE) and two days per week of a pharmacy technician who is shared with Stewartry. The team enjoy excellent working relationships with GP practices and we have made significant inroads into reducing the locality prescribing budget over the past ten years.

As with other teams in Wigtownshire, we need to think differently on how we develop a sustainable workforce. The team identified that a full time pharmacy technician dedicated to Wigtownshire would be an excellent asset and would release pharmacist time to take on more complex medicines reviews. Health and social care integration funding allowed us to consider an innovative approach to the staffing crisis by advertising a 'grow your own' technician post. It is envisaged that this exciting post will allow the successful candidate to train as a pharmacy technician in the locality and learn on the job providing much needed support to the prescribing support team in Wigtownshire.

The team face challenges as with other healthcare teams. Rurality, increasing disease burden and increasing population age mean more complicated treatment regimens, increased volume of medicines, increased costs and more risk of waste. The team would like to address some of these issues by providing access to pharmacist led medication review clinics for vulnerable patients (those on multiple medicines, those with complex needs or patients struggling with medicines related issues) with referrals accepted from health and social care staff. It is hoped that a recent allocation of funding from the Scottish Government will allow recruitment of one more pharmacist to the team and help us to spend more time in practices. A significant challenge currently is the uncertainty in GP recruitment locally.

Transitional Support Team

The Transitional Support Team will support people where a clear identified need is present and who require home based care and support programmes to allow them to live in a homely setting within the community. The model will help generate the flow of a fully co-ordinated, person centred approach to solutions for individuals. Due to constrictions and limited capacity with the home care and social care markets it was taken co-ordinators longer to successfully source and allocate ongoing packages of support, as well as sourcing SDS, third sector and telecare support mechanisms.

These delays have a consequent effect on STARS with collated information evidencing that many people (service users/patients) remain with the service considerably longer than the agreed target of a maximum 6 weeks. This in turn is reducing the capacity of STARS and its ability to help meet the Single Outcome Agreement Ambitions that "We will work to ensure that all people who could benefit from a short term reablement service can receive one" (3.3.2). Providers have also welcomed the opportunity to be given more time to review rotas and working practices and if necessary re-allocate or increase resources to help meet new demand.

Improvement in Care / Support

Across the Wigtownshire locality there are a variety of initiatives being developed in partnership with a wide range of groups and organisations. The overall aim of the initiatives listed below is to promote independence, reduce social isolation and reduce health inequalities another aim is also to reduce the use of health and social care services, such as GP's and reduce the need to prescribe medication in certain cases.

- **Healthy Connections, Machars** - Started in May 2015 as a test of change, ring fenced 15 hours per week Health Improvement Officer time to support this test, as opposed to recruiting to a fixed term contract. The aim was to encourage GPs to refer people who attended surgeries frequently with low mood, stress and anxiety. The funding came from Putting You First and with that the referrals were initially for older adults. To date we now have had 57 referrals which have come from many GPs and some Practice Nurses. Referrals are supported for two visits and signposted to a variety of activities and groups that are already happening in the area. Such as yoga, sewing, cooking and walking. Referrals can cover a variety of issues which have impacted on mood, such as obesity, concerns with alcohol, recently bereaved or people who have carer's responsibility.

A student on placement from Glasgow University is at present evaluating where we are and has provided rich information on the benefits, such as two people stopping anti depressant medication and others gaining support and friendship from groups that they now attend and this has now reduced GP contact time. We are now identifying the need for Healthy Connections in the Rhins area of Wigtownshire and are looking at how we progress with this.

- **Men's Sheds** – These are places where men can meet and socialise with others who have similar interests. This reduces social isolation and can improve health and wellbeing. Health Improvement Staff have been able to support a group of men to set up a constituted group to facilitate the development of a Men's Shed in Wigtownshire. A venue has now been secured through Dumfries and Galloway Council and the Men's Shed initiative is moving forward.
- **Galloway Strollers** - This is a volunteer led walking group which supports individuals to remain active through short guided health walks. Health Improvement staff support people with mobility, visibility and other health issues to become involved and maintain levels of physical activity. Walks provide participants the opportunity to socialise, gain confidence and improve mobility. Walk leader training has been supported in areas such as Cancer Drop In services and this supports the further development of walks in other areas.
- **Child Healthy Weight (Go4 It) Programme - Let's Cook and Go 4** It ran a 6 week after school programme at Wigtown Primary School. Parents and children took on a joint approach to learning about healthy lifestyle habits including healthy eating and physical activity. Having healthy eating and physical activity sessions complimented by Let's Cook sessions added great value to the programme as participants were able to put into practice what they had learned. Parent's were able to see how by involving their children in the cooking process, meal times can be fun and they can involve their children in the meal selection and preparation process to engage and motivate their children to eat healthy. The greater

understanding of healthy lifestyle habits for themselves and their children equipped parents with the knowledge needed to look after them and provide a healthy childhood for their children and sustainable habits which can be continued into adulthood.

- **Mature Drivers** –This is a partnership between Police and Health Improvement Team, which put together an initiative to support older people maintaining safer driving for longer. This was in response to the need to improve road safety in the over 70's. The project has been well received and has attracted self and professional referrals from across Wigtownshire and has now been delivered across Dumfries and Galloway. There has been a positive impact on driver safety and confidence, which in turn supports independence.
- **Television Screens in GP Practices** Funding has been obtained through the locality Integrated Care Fund to supply and fit television screens in all GP practices across Wigtownshire. These screens are now all fitted and fully operational and feedback from practice staff and patients is positive. The Health Improvement Team and GP Liaison Officers are working together to pull a variety of information together to add to the screens. The information supplied has helped bring communities and practices closer together.
- **Grounds 4 Better Health** -The grounds 4 better health project includes two gardens, one at Newton Stewart Hospital and the other at Galloway Community Hospital. Both gardens have disability access and are used by patients and visitors. Vegetables and plants are grown annually, the vegetables are then sold through the hospital to staff and visitors. The gardens are maintained by the Community Payback Team and more recently Apex Scotland have started using the greenhouses to grow plants for use in the wider community. At present the Health Improvement Team staff are visiting schools to provide information on growing plants and how to cook with healthy, freshly grown produce.

Recruitment to the Health Improvement Team, as with other services, is difficult and is made more challenging due to the nature of short term funded contracts. Wigtownshire's Public Health Practitioner and Locality Manager are reviewing the current service to design and establish a fit for function health improvement service, which supports the overall delivery of reducing health inequalities and improving health and wellbeing in Wigtownshire.

Service Changes

As in Nithsdale locality, we are looking at how we could provide a Multi Disciplinary Team approach to providing OOH care in Wigtownshire. We are fortunate to have our partners Marie Curie working with us, as the previous tests of Marie Curie response service was not viable, they are keen to work with us on a much broader, person centred approach to out of hours working. It is envisaged that this would be further enhanced by the move to an 8-8 community nursing model, providing 24/7 response sustainably to people in the locality.

The Galloway Community Hospital is now currently managed and led through the Acute Management Team of NHS Dumfries and Galloway.

Challenges

The integrated management team have identified the following areas as those posing some of the greatest challenge within the locality:

- Delivery of sustainable GP services
- Development and recruitment of a sustainable workforce to deliver safe, effective and efficient person centred services
- OOHs – challenges in obtaining medical cover remains the biggest risk for the OOH service including use of agency staff, their knowledge of local procedures and the financial impact.
- Care provision – lack of carers and also lack of placements for care have a knock-on effect across the system: cottage hospitals, STARS, DGRI, community practitioners.
- Patient flow from and to Galloway Community Hospital, Mid Park , Dumfries & Galloway Royal Infirmary and cottage hospitals continues to challenge locality
- teams in being able to care for / support people appropriately in a community setting.

Future Initiatives

Future plans focusing on delivering new models of health and social care will be defined within the Locality Delivery Plan which will be aligned to the delivery of the 9 national outcomes. Priorities will focus on the above, as well as.

- Cottage & Community Hospital Use
 - Primary Care Development
 - Development and use of Technology to support changing models of care
 - Development of Housing, Transport and other facilities provision
 - Implementation of recommendations from cultural diagnostics
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