In order to ensure we can cope with the increase in demand for services a growing older population will bring, we require innovative approaches to how health and social care services work together.

As a Clinical Commissioning Group (CCG) that is at the heart of the local healthcare system, our ambition is to increase years of healthy life, reduce the social isolation that unfortunately is experienced by so many people in later life and ensure health and social care services are responsive to people’s wishes and choices and provide consistent care.

We know that more care is needed outside of hospital, in the community and closer to people’s own homes. Members of the public confirmed their support for this to us earlier in 2013 and it’s clear that they place great importance on the NHS supporting patients to retain their independence for as long as possible.

In Whitby, we are looking to redesign both the community hospital and community services. The people of Whitby and the surrounding area place great importance on maintaining community hospitals and keeping services local.

We believe this challenge can be met, in part, by a new model for the community hospital where care is delivered in a more integrated way between primary care, secondary care, community services and the third sector.

This has been an aspiration for the local NHS for many years and we have developed a draft Vision for health and social care services in Whitby and the surrounding area. This leaflet provides a summary of this Vision (please get in touch if you’d like to see the full version) and explains how you can have your say.

I look forward to working with you over the coming months to explore how together we can make this vision a reality.

Dr George Campbell
GP and Deputy Chair of NHS Hambleton, Richmondshire and Whitby Clinical Commissioning Group
Our local context

In drafting our Vision, we have considered various local factors for change:

**Changing health needs of the local population**
As people live longer they are more likely to live for more of their life with at least one long-term condition like diabetes, chronic obstructive pulmonary disease (COPD), dementia or Alzheimer's disease. The pressures on the NHS are rapidly increasing and we need to keep up with them. We therefore need to transform services to ensure they continue to be accessible to support the future needs of the population.

**Accessibility of services across a rural area**
Accessibility is a key challenge in relation to the delivery of healthcare services to the Whitby population and the role of the community hospital services is central to meeting this challenge.

Integrated health and social care
Recent reforms to the health and care system and the Health and Social Care Act of 2012 focus on a drive towards integration to ensure the kind of care and support that best meets patients’ needs.

Prioritise prevention and early intervention
A range of current national policies have given renewed emphasis on the promotion of wellbeing, the prevention of ill health and early intervention.

Providing more personalised care
A personal health budgets policy is being implemented across the NHS, which is an amount of money to support a patient with identified healthcare and wellbeing needs and is planned and agreed between the patient and their local NHS/social care team.

Extend access to primary care and provide a named GP
Transformation of primary care services, and giving patients access to consistently high quality, accessible and responsive health services, included a ‘named GP’ for older people with complex health needs.

Provide sustainable housing models to meet future needs of local communities
Vulnerable and older people require homes and opportunities that meet their particular needs, foster self-determination and support a good quality of life.

Fit for purpose facilities
In its current condition, it is considered Whitby Hospital is unlikely to have a future use for health purposes and therefore redevelopment of the site is likely to be required.

Views of patients and members of the public
From previous engagement events with the public and stakeholders, a number of key priorities were highlighted. These are included on the right hand page.

Local GPs' thoughts about services, and wanting greater input
Local GPs work and support colleagues in Whitby Hospital and want to have a greater input into the way services will operate in the future. They know the local needs of patients and are passionate about making local improvements.

Cost-neutral transformation
In most instances the largest revenue expenditure to an NHS trust after paying staff is the cost of the estate. It is hoped that by reconfiguring community services and the hospital site we can make the whole transformation cost-neutral.

Innovation in healthcare
The CCG is committed to finding innovative solutions to support our rural community, and a new innovation strategy to support the adoption of technology has been developed.

www.hambletonrichmondshireandwhitbyccg.nhs.uk
If we are to effectively respond to the local and national drivers for change, we need to deliver services differently. We anticipate that, providing appropriate changes are made, community hospital services will continue to be a feature of NHS provision in Whitby. This is also dependent on agreeing appropriate funding and other arrangements with the NHS nationally.

Significant changes will be required to community services and to the hospital site and while these are described separately here, they are interlinked.

**Provide a cost-neutral redevelopment of the Whitby Hospital site**

The main requirements (not definitive) for the new hospital are:

- A 28-bed ward with two additional day beds, which will meet current standards.
- A wellbeing centre, which will offer services to support better self-care and self-management of risk factors such as weight, alcohol consumption and smoking.
- An Ambulatory Care Centre for services including diagnostics (including x-ray and ultrasound), minor injuries (as part of an urgent care centre), outpatients, psychological therapies (IAPT), podiatry, children’s services, speech and language therapy, orthotics and audiology.
- A physiotherapy department for individual and group treatments.
- A dental suite which will require specialist accommodation.
- A workforce that is highly skilled and highly trained.
- An office suite based on agile working and shared hot desks.
- Facilities for volunteers and carers in the hospital.

**Facilitate better integration to provide a sustainable model for a Minor Injuries Unit and out of hours GP services**

The Minor Injuries Unit is not used to its maximum potential, given current levels of activity. We believe however these services play a vital role in supporting care closer to home and improving patient access.

**Reduce patient lengths of stay in hospital and support better discharge planning**

We will promote effective discharge planning to ensure wherever possible patients can go home or to a bed in the community hospital. This is known as step down care.

**Commission local pre-operative assessment or same day assessment in an acute trust**

We would like to explore opportunities to increase the amount of pre-operative assessment undertaken locally.

**Provide local access to a range of diagnostic services**

Diagnostic services and decision support will be available locally and in GP surgeries through the introduction of advanced technology to support the management of patients locally. It is envisaged these will include X-ray and ultrasound.

**Facilitate better primary care involvement and adopt a multi-disciplinary approach to care planning**

Working together, local GP surgeries will take the lead on planning services that provide responsive care for their patients. They will identify the most vulnerable patients and plan their ongoing care to try to avoid acute admissions. Community nurses will work in a multidisciplinary team providing in-reach nursing care to the hospital to contribute to on-going care of patients, and will also aim to provide support in the community rather than hospital.

**Improvements in the quality of care through the wider adoption of technology**

We will look to develop video-conferencing between specialist acute hospitals and Whitby Hospital in order to facilitate better access to consultant and specialist opinion for our local population.

Tell us what you think!
Promote local access to musculoskeletal (MSK) services
Additional services such as physiotherapy and musculoskeletal services will also be provided locally. Our aim for Musculoskeletal Service is to offer a ‘one-stop-shop’ for all patients with complex non-surgical, non-inflammatory musculoskeletal problems.

Commission a wellbeing centre to promote better self-care and management to improve health outcomes for local people
We wish to commission a wellbeing centre, because some of the health outcomes for the local population are below local and national trajectories. The wellbeing centre will provide support to patients in caring for themselves and this could be extended through discussion with our public health and housing to local authority services partners. We would look to provide information on exercise and general health advice.

Reduce the need for patients to travel and improve both ambulance and patient transport services
Our aim would be that follow up care is undertaken as much as possible in the community; this may be in Whitby Hospital, in the GP practice or at home as part of a package of self-care.
We will carry out a review of health-related transport services and draw up a Travel Plan, which will include public and private transport factors.

Develop further the model for integrated care and improve community services
Community services are integral in reducing admissions to hospital and better supporting our rural and dispersed population. Community services provide healthcare out of hospital but also in-reach into community hospitals.

Improve access to General Practice and promote partnership working
GPs at each of the five practices in Whitby have a role to play in advising patients about their healthcare. This involves providing a diagnosis, managing patients with long term conditions, planning anticipatory care and follow-up and referring patients for specialist opinion. GP practices need strong working relationships with community and social services, some of which may be co-located in general practice.

Continue to develop mental health services
A county-wide mental health strategy is being developed which will run concurrently with our work in Whitby and the surrounding area.

Commission more services from the third sector
Communities and stakeholders have indicated to us in early discussions that more support could be harnessed from the third sector (voluntary sector) and indeed they would deliver some services better than health providers are able to because of the unique way they operate. We want to utilise the energy of local communities.

Ensuring a strong workforce is in place
An overarching Workforce Plan will be developed to ensure all health professionals are working together and all have the right skills, knowledge and attitude to deliver care.

What do YOU think?

This leaflet is a summary of our overall Fit 4 the Future Vision for Whitby and the surrounding area. It is 20 pages long, and is available on our website or by request. If you’d like to see it, please get in touch.

Despite the level of detail presented in the Vision, we recognise that much work is still required in order to refine it and identify how we can work together to deliver it.
So, we’d like to know what you think. We have a series of engagement events running up to the middle of January 2014, which are open to everyone. There is opportunity at these to ask questions and let us know your views, as well as to complete our survey. These surveys are also available in GP practices across the area. Please see our website for details.

You can also visit:
www.hambletonrichmondshireandwhitbyccg.nhs.uk
and complete our online survey.

email us @:
HRWCCG.whitbyf4f@nhs.net

or talk to us on:
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http://on.fb.me/IqzquY