



Shaping the future of health and social care

The Greater Nottingham Transformation Partnership

Spring 2018



The Nottingham and Nottinghamshire
Sustainability and Transformation Partnership



Nottingham
City Council

A vision for health and social care

The Greater Nottingham Transformation Partnership is looking at new ways to better join up health and care for our patients and citizens.

Hospitals, GPs, councils and other health teams are working together with a shared vision for delivering services to benefit our patients and citizens.

This could look like an Integrated Care System and is part of the Nottingham and Nottinghamshire health and care Sustainability and Transformation Partnership (STP).

No one in our country has tried this on such a large scale across health and social care. We need to work with everyone to shape how this happens.

The views of the public are vital in making sure we get this right.



Partnership working: who is joining up on this?

It's everyone you'd expect to be working together in Greater Nottingham:

- **Clinical Commissioning Groups** which plan and pay for healthcare
- The two councils: **Nottingham City** and **Nottinghamshire County** who are responsible for adult social care
- **Nottingham University Hospitals** – which runs the Queen's Medical Centre and City Hospital
- **Nottinghamshire Healthcare Trust**, which is responsible for mental health and community services
- **CityCare Partnership**, whose teams delivers community health services mainly in the city of Nottingham
- **Circle Nottingham**, which runs the treatment centre at the QMC campus

It's being coordinated by a GNTP Board – which has representatives from every organisation, as well as citizen and patient groups, such as **Healthwatch** and the **Greater Nottingham Citizen's Advisory Group**. We're also working closely with patient representative groups and patient committees. We're committed to making this happen to benefit our patients and citizens.

How this fits together

Normally, people think of Nottingham (the city) and Nottinghamshire (the county). But we're looking at a geography based on where people receive care and how care is planned.

Nottinghamshire is delivering transformation in two areas:

- **Mid-Nottinghamshire** – which covers Mansfield, Ashfield, Newark and Sherwood and is based around Sherwood Forest Hospitals
- **Greater Nottingham** – which covers Nottingham City, Gedling, South Ashfield, Broxtowe and Rushcliffe and is based around Nottingham University Hospitals

Note: Bassetlaw is geographically part of the very northern tip of Nottinghamshire, but it has been aligned to South Yorkshire.

So, Greater Nottingham is important to you if live in Nottingham City, Rushcliffe, Beeston, Chilwell, Stapleford, Eastwood, Hucknall, Gedling, Lowdham, Arnold and Carlton.



What we mean by health and social care

We mean everything involved in keeping people healthy, well, treated and supported – from birth to old age. This could be advice, help, treatment or ongoing support, plus all of the systems and people who work behind the scenes to make this happen. Basically, it's everything provided by the NHS, community care groups and the care and support given to adults and older people by local councils.



We've been working behind the scenes to see if this is something we can achieve in Greater Nottingham. It has taken time. In June, we were given the go-head by NHS England to work towards becoming a shared health and care system. We've now got to tell as many people as possible! We need to ensure everyone is involved in this.



Our core principles

We believe in three key principles for health and social care in Greater Nottingham:

1. We want people to live happy, healthy lives and to be independent and well.
2. We want to ensure that when people need help and support, they can easily access the right care, in the right place and for the right length of time.
3. People tell us that they want this support to be more joined up across health and care so that it can be closer to home in their own communities – with hospitals for those who really need to be there for planned care and emergency care.

We're going to start to transform the way we do things

- We believe we can **bring together** all of the organisations who commission and provide health and care. We're trying to find ways to break down barriers between these often fragmented organisations in order to provide a shared approach to delivering healthcare, hospital care, mental health care and social care services.
- We think we can **work more closely** together, with shared aims, objectives and even a shared budget for the people of Greater Nottingham.
- We are also looking at new ways to deliver services that will be even **better quality** and more efficient. By working together we can reduce duplication, waste and inefficiencies on a scale not possible by smaller, individual efforts.
- We hope that by improving **the overall general health** of our population, through supporting people to lead healthy lives with services available when people need them, we will better manage demand for our services.

It will be a long journey, but the end goal would be something similar to an [Accountable Care System](#), which has been successful in other countries...

Why we have to change...

The NHS is fantastic! It's the envy of the world and we want to keep it that way.

We are trying to make sure all of the different organisations that make up the NHS are working closer together, as well as working closer with other organisations in Greater Nottingham.

But the fact is: we have to keep developing and adapting:

- Our population size is increasing – more babies are being born
- People are living longer. And the older we get, the more likely we are to need health and social care services
- There simply isn't enough money in the system to sustain this

We're trying to develop a health and social care service that can keep pace with our growing and ageing population.



How this links to the bigger picture nationally

This is all part of the wider Sustainability and Transformation Partnership (STP)

The NHS has divided the country into 44 STP areas: ours covers **Nottingham and Nottinghamshire**. The STP sets out the vision for improving health and care. But the detailed work will be in:

- **Mid-Nottinghamshire** through the Better Together programme
- **Greater Nottingham** through the Greater Nottingham Transformation Partnership

We believe this is the best thing to do for the people of Greater Nottingham.

We were already exploring how we could do this before the STP was introduced. We believe we can find a way to improve the health and care we give to patients AND make it more cost effective.

We're future-proofing our NHS, so it can continue for another 70 years.

Remember... this is about more than money. It's about being more efficient and providing a better quality of healthcare for our patients and citizens. And it's about people taking more responsibility for their own health and wellbeing



What won't change...

It's important people understand the work we are doing; but we also need to be clear about a few common misconceptions.

We love the NHS! We don't want to change anything that will harm this national institution.

- **No one is going to privatise the NHS.** The NHS will still be universally free at the point of use. We believe we can organise NHS and council services better around our population.
- **This isn't about cuts.** There are pressures to reduce spending in both the NHS and in local government. We believe there are ways that we can all work within a shared system that will be more efficient and avoid duplication.

We're not trying to change the NHS in any way, other than to ensure it is strong enough to meet our future needs.

What this will mean for patients and citizens

Involving local people and patients in how this system is developed will be an essential part of the work going forward. For patients and citizens, this will eventually mean:

- More care focused closer to home in the community, including support to take care of your own health
- Hospital care for those who really need to be there for planned care and emergency care
- High quality, accessible services
- Fewer barriers between services from the NHS, local councils and health providers

An **Integrated Care System** has NHS organisations (both commissioners and providers), often in partnership with councils, taking on collective responsibility for resources and population health. They provide joined up, coordinated care. In return they get more control over the health system in their area; and work closely with councils and partners to keep people healthier for longer, and out of hospital.

How will we do all of this?

The scale of transformation we need to deliver has never been achieved locally or nationally before.

But it has been achieved by others, in other parts of the world including in Europe and the USA, and so we have the opportunity to learn from them, and assess how this could be adapted for our country.

We've commissioned an external adviser to analyse the different functions and processes for a new type of healthcare system.

We want to learn from others and use the skills and knowledge of people who have already been successful.

Over time we will develop our own levels of expertise and knowledge and become more self-sufficient. But we want to make sure we give ourselves the best chance to get this right!



Where has this worked well before?

We've commissioned a company called Centene UK to advise on how the new system could look.

Centene is an international organisation, now established in the UK, that works directly with health and care systems.

It is not a healthcare provider but analyses the functions and processes for health systems.

It has a track record of transforming health care systems internationally both in the USA and also through partnerships, in Europe.

That's why we have to take this opportunity to learn from organisations with international experience of transformation, such as Centene's work with Ribera Salud on the internationally renowned Alzira model in Valencia, Spain.

The benefit of the Alzira model is that it develops a model of population health management and better integrates the teams that provide healthcare and makes better use of the resources available. This all leads to better outcomes for its local population.

Next steps

This is the beginning of a long journey of improvement. We've been exploring how we could transform health and care for a couple of years.

We have identified a number of areas where we think there are real improvements that can be made which benefit patients, improve quality and which make the best use of our resources.

We have been doing further work to look in detail at the impact we can have if we commission and deliver services differently.

We also believe we can build on examples of service improvement that have already been made in Rushcliffe.

We're trying to involve as many people as possible who are involved in delivering health and care to shape how this happens. The views of the public are crucial in this process.



Your support in this is incredibly important...

Help to shape the work of the Greater Nottingham Transformation Partnership.

Give us your views and feedback:

- Look out for our quarterly public meetings (details on our website)
- Call the Greater Nottingham Transformation Partnership's programme office on **0115 883 7848**
- Email us at GN.TP@nhs.net
- Fill in the 'contact us' form on our website: www.GreaterNottinghamTransformation.co.uk

