



***Brighton and Hove***

**Relocation of Acute Healthcare  
Services into Primary and Community  
Care Settings**

**HOSC**

**20 May 2009**

## Developing services in a Primary and Community setting

- Why commission care closer to home?
- The national picture
- Local context and progress
- Future plans for investment?
- Future policy and direction

## Why commission care closer to home?

- Focus on patient care rather than institutions.
- Acute facilities for those people who need them.
- Out of hospital, where clinically appropriate and best value for money.
- Minimize inappropriate use of acute services.
- Greater integration with primary care.
- Extended family medical services.
- Encourage plurality of provision where appropriate.
- Easier access services.
- Increase personalization.

# National Context

- Our Health, Our Care, Our say (2007)
- High Quality care for all (DH June 2008)
- National Vision for Primary and Community care (DH July 2009)
- Transforming Community services (DH January 2009)
- Personalised Care Planning (DH Feb 2009)
- Clinical Commissioning (DH march 2009)

## NHS Brighton and Hove-Local context

- 'Fit for the Future' and 'Best Care, Best Place'
- PCT Local vision for Primary and Community services (1994)
- Implementation of the PCT's Estate strategy
- Strategic Commissioning Plan (December 2008)
  - Adding Years to Life
  - Maximising independence for children's and families
  - Developing a healthy young city
  - Promoting independence
  - Commissioning nationally recognised best practice
- Proposals to develop enhanced tertiary, trauma and teaching services

Care closer to home-Better patient pathways-Improved integration-Better value for money

## Example changes

### Glaucoma

- Follow ups at community clinic, 175 Preston Road
- Previous long waits and busy clinics
- Longer term move to Eye Academy model:
  - Enhancing skills in community staff, more local provision of follow up clinics
  - Greater detection of undiagnosed glaucoma

### Vasectomy

- Community clinic at 175 Preston Road
- Better environment, rated highly by patients

Care closer to home-Better patient pathways-Improved integration-Better value for money

## Example changes

### Anticoagulation Service

- Capillary rather than venous sample – results in 10 mins
- Community Pharmacy model – Boots plus local pharmacists
- Improved clinical data for GPs
- Reduced unnecessary visits and long waits in hospital for patients

### Diabetes Clinics

- Enhanced skills for management by general practice
- Introduction of 3 Community Clinics
- Increased focus on supportive self management

# Our Plans in NHS Brighton and Hove

- Piloting Integrated Musculoskeletal services
- Developing Gateway Management and alternative community clinics
  - Headaches
  - Gynaecology and direct access to ultrasound
  - Minor eye conditions (Eye academy)
  - ENT clinics
  - Urology clinics
- Improved services for Vasectomy, Restorative dentistry and Fertility services
- Piloting Integrated Care model for a specific area with Brighton & Hove Integrated Care service (BICS)
- Vascular risk assessment in the community
- Improving access to community diagnostics including X-ray and MRI



## Our Plans in NHS Brighton and Hove

- Urgent Care
- Pilot Integrated services with BSUH and South East Health - future out of hours GP services
- Central Access point for GP's to Urgent Care services - care co-ordination centre
- Roving GP for rapid assessment of elderly patients - who require a home visit during the day.
- Improved Rapid Access to assessment clinics for older people - with an urgent need.
- Improved access to diabetes care
- National 'provisional pilot' status for piloting personal budgets for the elderly
- Programme to re-commission community services - including new short term services, rehabilitation care and reducing delays.
- Improving community based stroke services- including prevention, rapid treatment, health promotion and specialist rehabilitation.
- Developing end of living care

# PCT plans-use of Resources

Strategic Commissioning Plan (SCP) investments

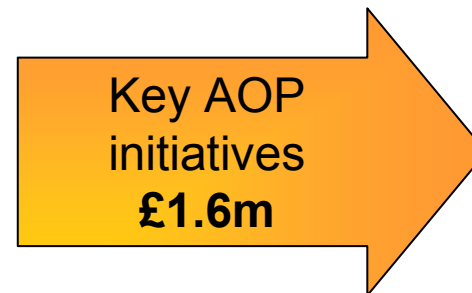
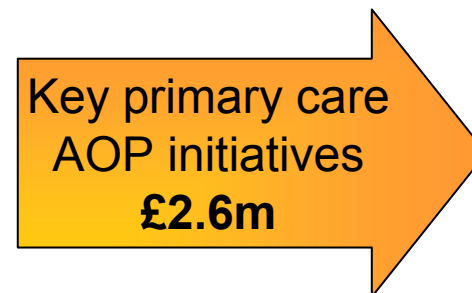
Annual Operating Plan (AOP) investments



Primary care  
**£5m**  
2008-2011

Community services  
**£5m**  
2009-2012

Other services  
(public health and  
mental health)  
**£8m**



# SCP disinvestment in acute services

Acute services  
£19m

Main areas of disinvestment relate to the following areas of activity:

- Reduced emergency admissions - **£1.2m**
- Reduced A&E attendances - **£13.1m**
- Reduced outpatient attendances - **£4.5m**

These savings will be achieved by diverting activity from the acute hospital trust to alternative primary care, public health, mental health and community services settings.

Savings are predicted to occur mainly in the period 2008 – 2012.

The costs of reproviding these services in primary care and community settings are shown in the next slide

# SCP reinvestment in primary and community services

Primary care  
£5m  
2008-2011

The main areas of investment are:

- Provision of a GP led health centre opening 8-8pm 7 days per week - **£1.3m** (2009-2010)
- Improved referral management via BICS (Brighton & Hove Integrated Care Service) - **£750k** (2008-2010)
- Provision of an Urgent Care Centre for patients presenting at Royal Sussex County Hospital - **£3m** (2008-2011)

Community services  
£5m  
2009-2012

The main areas of investment are:

- Improved care pathways for discharged patients requiring transition and community support - **£1.6m** (2009-2011)
- Improved long term condition management - stroke, physical disability, dementia and diabetes - **£1.3m** (2009-2011)
- Admission prevention initiatives - STAN (Single Telephone Access Number) rapid access clinics and 'Roving GP' - **£2.2m** (2009-2012)

# AOP reinvestment in primary and community services

Key primary care  
AOP initiatives  
**£2.5m**

The main areas of re-investment are:

- Provision of a GP led health centre opening 8-8pm 7 days per week – costing **£1m**
- Improved referral management via BICS (Brighton & Hove Integrated Care Service) - **£160k**
- Provision of an Urgent Care Centre for patients presenting at Royal Sussex County Hospital - **£1.4m**

These will generate savings of **£3m** from reduced or diverted acute hospital activity.

Key community  
AOP initiatives  
**£2.9m**

The main areas of re-investment are:

- Improved long term condition management - stroke, physical disability, dementia and diabetes - **£1.6m**
- Admission prevention initiatives - STAN (Single Telephone Access Number), anticoagulation clinics, RACOP and 'Roving GP' - **£1.3m**

These will generate savings of **£3.1m** from reduced or diverted acute hospital activity.

# Future Direction

## Primary and community care strategy

- Health improvement and health inequalities
- Children and families
- Long term conditions
- Acute care and specific treatments close to home
- Rehabilitation
- End of living
- Quality and availability of Primary Medical Services

## Integrated Care models

- Increased Integration of services across primary and secondary care
- Improving access and responsiveness
- Pilot personal budgets and care planning
- Physical disability strategy

## Personalisation

## Clinical Commissioning

- Development of practice based commissioning
- Development of clinical reference groups for care pathways

## 3 T's

- Managed reprovision of some District General Hospital services alongside trauma and specialist services

## The context of service change....the greatest leadership challenge for the NHS?

- NHS facing a contraction in finance from 2010-11
- Need for strong leadership, radical quality and efficiency improvement will be significant and pressing
- The NHS will not remain unchanged and will need to take earlier action to bring about efficiencies and greater value for money working together with the City Council
- Reshaping services will require co design with providers and patients to inform changes to pathways and heralds opportunity
- Increasingly the NHS will need to consider the use of the market to stimulate service improvements and care closer to home for an increasing range of services

