



Our Renewed Ambition

Our NHS plan for the future across
Hampshire and the Isle of Wight

Happier, safer, healthier. Together.


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Our Renewed Ambition



The NHS across Hampshire and the Isle of Wight has an ambition for the future where local people are better supported to live healthier lives for longer and, when they do become ill, have better access to the right care, in the right place, at the right time.

We want to shift towards providing more proactive and preventative care and support for local people that is person and community-centred. We want to focus more on improving outcomes for local people and their whole experience of using services, rather than individual episodes of care. We want organisations and teams to work in a more joined-up way, maximising innovation and research.

To achieve this ambition we are focusing on four key areas we are delivering, strengthening and developing across Hampshire and the Isle of Wight (HIOW) over the coming years.

This document summarises the key actions we are taking to achieve our ambition and what will be different when we do.



Happier, safer, healthier communities which will be achieved through the delivery of our partnership priorities.



Improved NHS services delivered through our NHS transformation programmes.



Overarching principles that act as 'golden threads' running through all our work.



Ways of working to support integration, collaboration and partnership working across organisations.



Why we need a Renewed Ambition

The NHS across Hampshire and the Isle of Wight is facing significant challenges and issues that are impacting how local people receive support, care and treatment. The number of people using services is growing all the time, and the services have not been able to keep up. This has resulted in too many people not always getting the right care in the right place for their needs. People are waiting too long for care too often, people are staying too long in hospital when they would be better cared for elsewhere, and our people working across services are being put under increasing pressure.



There are many reasons for these challenges, including:

● **Population factors:**
We have a growing and ageing population, and more people are living longer in poor health. This means more people are needing support, treatment and care more often from services.

● **Imbalance between prevention and cure:**
A significant amount of NHS funding and staff are currently focused on acute hospital care. More could be done to invest in out-of-hospital care and measures that would prevent ill health or conditions becoming worse, keeping people healthier for longer.

● **Complicated system:**
Local people have frequently said they find the health and care system complicated and not joined-up enough which makes it harder to access the right service at the right time.

● **Impact of Covid:**
Covid had a significant impact on people's health and wellbeing and on services and we are still seeing the impact. This includes a backlog of people waiting for operations, procedures and diagnostics, and more people needing support for mental health.

● **Efficiency and affordability of services:**
Some services are not working as effectively and efficiently as they could be. This means our local NHS costs more money than we have available, meaning we are restricted in what we can invest to make improvements.

● **Health inequalities:**
There are currently unacceptable differences in health and outcomes for our most disadvantaged communities and individuals. This includes for people living in areas of deprivation, people with mental health vulnerability and some of our ethnic minority communities.

A lot of work has taken place over the last few years to address the issues and challenges we face and progress has been made.

Following the agreement of our system-wide 'integrated care strategy' in 2022 with our wider system partners, we have programmes of work to progress our partnership priorities for achieving long-term improvement to the health of our population. These focus on the wider determinants of health, beyond NHS service delivery, and can only be achieved with partners across our whole system working together.

We have established and progressed our agreed transformation programmes across NHS partners that aim to address the significant challenges we face and improve services both in the short and long-term. These are key to the delivery of our plans to recover our current challenged financial situation across NHS partners as part of the national Recovery Support Programme.

Over the last year we have also made progress with our three strategic programmes that are supporting healthcare on the Isle of Wight to be more sustainable, integrating mental health and community services, and improving long-term hospital services in Hampshire.

We carried out a review of the progress we have made across our priorities and programmes and, despite the large amount of work that has taken place, the issues and challenges we face remain significant and in some areas have grown and are becoming more severe.

Across the local NHS, it is clear we need to go further and faster in making the changes and improvements needed so we have renewed our focus, commitment and energy to make it happen.





What we want to achieve

Our Renewed Ambition focuses on four areas we are aiming to deliver, strengthen and develop across Hampshire and the Isle of Wight (HIOW):



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Happier, safer, healthier communities

We are supporting people to live longer and more fulfilled lives in good health through the delivery of our partnership priorities. These focus on five key areas we want to achieve:

Children and young people

We want all children to have the best possible start in life, regardless of where they are born, and have positive physical, emotional and mental wellbeing. We are focusing on the first 1,001 days of life, to secure the best possible outcomes for children as they approach early years.

Good health and proactive care

We are working with partners to improve the health of our population by addressing some of the wider determinants of health. We are giving particular focus to improving social connectedness and we want to improve outcomes and the management of cardiovascular disease, focusing on increasing healthy life expectancy, narrowing the gap in health inequalities, reducing unwarranted geographical variation and identifying those at risk earlier.

Mental wellbeing

We are promoting positive mental wellbeing across all partners, with the aim of reducing death by suicide, addressing inequalities in access and outcomes for people seeking support with mental health issues, and developing trauma informed approaches across services.

Our people

We are working with partners to attract, recruit and retain people across the wider system. We are focusing on the health and wellbeing of our people and expanding our workforce to include those communities which may not have considered working within the public sector.

Digital and data

We are improving how we share information between organisations, removing the digital, data and technology boundaries that exists and unlock the potential of more joined-up working across services and teams.

Improved NHS services

We are improving and transforming NHS services to give people the right care, in the right place, at the right time now and in the future. We are achieving this through the delivery of our NHS transformation programmes across local care, urgent and emergency care, planned care, discharge, mental health and workforce. The key aims and actions we are taking across these areas are outlined on the following pages.



Local care

Our local care transformation programme aims to support people to stay healthier and independent for longer. We will offer more person-centred, preventative, proactive and joined-up care as close to home as possible. A key part of this is the development of integrated neighbourhood working. This will be a new model of out-of-hospital care delivered through providers across primary care, community and mental health and social care. This will involve working in an integrated way and in partnership with the voluntary sector, other partners and the local communities they serve.



What we will achieve over the long-term:

- Reduction of unplanned hospital admissions for our frail populations and those who frequently use services.
- Expand virtual wards to enable more people to receive acute level care at home.
- Improve management of hypertension and reduce the risk of heart problems for our population.
- Improve same-day access in primary care.
- Reduce deterioration of patients following crisis or hospital admission through increased therapy care and early interventions.

The key actions we are taking in 2024-25 are:

- Development of integrated neighbourhood teams focusing on our frail population.
- Expansion of virtual care and virtual wards.
- Delivery of a new model for community integrated rehabilitation and reablement.
- Delivery of the primary care access recovery plan that will allow people to get more appointments.
- Improve access to care in areas with high use of emergency departments.

Urgent and emergency care

Our urgent and emergency care transformation programme is focusing on significantly reducing the amount of people needing to use urgent and emergency care services and, when they do need care, ensuring they receive it in the quickest and best possible way. We want to do this by maximising and improving measures and services outside of hospital that will prevent people needing urgent care in acute hospitals and improve the flow of patients through hospitals to ensure emergency departments do not become overcrowded.

What we will achieve over the long-term:

- Increase the number of unplanned attendances receiving same day emergency care.
- Improve the co-ordination of joined-up care.
- Reduction in the number of people going to the emergency department.
- Decrease emergency department admission rates in line with the national average.

The key actions we are taking in 2024-25 are:

- Extending opening hours of our same-day emergency care services to increase short stay admissions.
- Implement same day emergency care services for acute frailty patients to reduce admissions.
- Piloting improved decision-making to reduce ambulance conveyance to emergency departments.
- Increase the number of Urgent Treatment Centres to reduce attendance and admission through emergency departments.



Planned care

Our planned care transformation programme is focusing on reducing the backlog of people waiting for elective procedures, ensuring patients and their carers get the best possible outcomes and experience. It also aims to ensure that we are getting the most out of the capacity and funding available, and that we are meeting national operating targets. We are aiming to transform models of care that improves our use of digital and outpatients and expands patient choice.

What we will achieve over the long-term:

- Zero patients waiting over 52 weeks for surgery.
- All patients to start consultant-led treatment within 18 weeks.
- Reduce unnecessary outpatient attendances, empowering people to initiate care as needed.
- Patients to have minimum of five choices on average at point of referral.
- Reduce unwarranted variation in access, experience and outcomes.
- 95% diagnostic tests in six weeks.

The key actions we are taking in 2024-25 are:

- Implement our agreed actions to stop people waiting 104, 78 and 65 weeks for treatment, including better use of available capacity and better management of waiting lists.
- Ensure effective arrangements are in place to improve patient choice at point of referral and throughout someone's care.
- Ensuring waiting times for children and young people keep pace with adults, with a particular focus on Paediatric Cardiology, Orthopaedics and Ear, Nose and Throat.
- Delivery of an elective hub in Winchester in line with plans.

Discharge from hospital

Our discharge transformation programme is focused on enabling people to leave hospital as soon as they are medically ready to do so. This means they can continue their recovery and future care in the best possible way and we can care for other people who most need it. We are improving discharge processes and supporting more people to safely return home with appropriate care to meet their individual needs. We are giving particular focus to those who are medically fit for discharge ('no criteria to reside') and those requiring permanent care home placements.

What we will achieve over the long-term:

- Reduce the number of general and acute beds occupied by 'no criteria to reside' patients.
- Reduce the numbers of patients waiting 7,14 and 21 days after they have been declared as having 'no criteria to reside'.
- Not using escalation beds outside of winter.
- Speed up discharges for those medically fit to leave hospital.
- Reduce the length of time people spend in community beds.
- Reduce the number of people who have 'no criteria to reside' in community and mental health providers.

The key actions we are taking in 2024-25 are:

- Developing a system capacity control centre to provide better visibility of available bed capacity across providers.
- Implement actions using the analysis from the work to understand 'demand and capacity'.
- Improvement to processes to reduce the amount of time people spend in acute hospitals.

Mental health

Our mental health transformation programme aims to improve the access to, and transition between, services for people with mental health issues. We are working to ensure there is parity of esteem, where people with complex mental health needs have the same support and care as people with physical health needs. We want to ensure people with mental health needs are being cared for in the most appropriate setting. In particular we want to reduce the number of people in crisis being cared for in acute hospitals and reduce the length of hospital stay for mental health patients awaiting crisis intervention.



What we will achieve over the long-term:

- No patients waiting more than four hours in Emergency Departments or waiting over 24 hours in the community for mental health admission.
- No patients waiting over 72 hours for discharge once deemed “clinically ready for discharge” in mental health wards.
- Reduction in time taken to complete an assessment in places of safety to two hours (currently 14-16 hours).
- A reduction in occupancy within adult and older people’s mental health inpatient wards.
- Ensuring every person under section 136 receives immediate crisis support following assessment.

The key actions we are taking in 2024-25 are:

- Integrate services across paediatric liaison and adult/older people’s mental health liaison services.
- Implement new escalation processes for those in mental health crisis.
- Increase therapeutic support to mental health patients in acute settings to reduce the need for enhanced observations.

Workforce

Our workforce transformation programme aims to ensure we are getting the most from the expertise, knowledge and commitment of our people. In the short-term we need to right-size our workforce in some areas to be more affordable following the significant growth in numbers seen during the pandemic. We need to do this by working more efficiently and reducing duplication of work where it exists across different providers.

Over the longer-term, we want to get the best out of the workforce we have by improving their development, building new skills and expertise, and supporting them to do the best job possible. We also want to make the NHS a more attractive place to work, with improved career pathways, recruitment processes and a 'one workforce' approach to education and training to create a pipeline of future professionals across our system.

What we will achieve over the long-term:

- Reducing duplication and improving efficiency across our workforce.
- Reducing the dependency on temporary staffing.
- Clear system plan to fill long-standing vacancies.

The key actions we are taking in 2024-25 are:

- Bringing together some corporate services across providers where it makes sense to do so to reduce duplication and improve efficiency.
- Start of a system agreed rightsizing workforce scheme.
- Reducing agency rates.
- Better oversight of recruitment processes.
- Targeted recruitment plan for mental health vacancies that usually attract high-cost agency spend.

Overarching principles

To support the successful delivery of our partnership priorities and transformation programmes we have overarching principles that act as 'golden threads' running through everything we do. These are improving outcomes, tackling inequalities, taking a community-centred approach, enhancing productivity and value for money, and supporting broader social and economic development.



Improving outcomes in population health and healthcare

We want to shift our focus from individual services towards the outcomes we want to achieve for local people through:

- **Commissioning for outcomes:** We will shift from historical ways of commissioning individual services towards commissioning for outcomes, based on population health need.
- **Continuous improvement and learning:** We are working towards becoming a high performing health and care system, using improvement approaches, research and innovation.

Tackling health inequalities in outcomes, experience and access

One of the key aims of our system is to reduce the inequalities in outcomes, experience and access that currently exist for local people, particularly those who are most disadvantaged. We are using the national Core20PLUS5 approach to inform our work. This focuses on improving equality and equity for the most deprived 20% of our population, those who need greater support and focus locally (“Plus groups”), and the five clinical areas requiring accelerated improvement.

Taking a community-centred approach to wellbeing

We aim to shift towards more community and person-centred care through taking a:

- **Strength-based approach:** We are focusing on what is strong, not just what is wrong, across our communities and will improve services by building on the strengths and assets that already exist.
- **Community involvement approach:** We are continuing to strengthen our community involvement approach to ensure we understand and listen to local people and can make improvement driven by insight of what matters to them.

Enhancing efficiency and value for money

We are doing more to get the most out of the resources we have available. Progress has been made to stabilise our system financial position and we are building on this through:

- **Short/medium term focus on improving efficiency and financial sustainability:** We aim to leave the national Recovery Support Programme during 2024-2025 which will allow us to have more flexibility in how we use our finances and invest in long-term improvements. This will require us to achieve a break-even 'run rate' position across NHS partners, meaning we are no longer spending more money than is available. This will be achieved through making efficiencies from our transformation programmes and having greater control over system finances.
- **Long-term rebalance towards proactive and preventative care:** Over the long-term we will be rebalancing our total investment in health to increase the proportion invested in out-of-hospital preventative and proactive care, which will produce better outcomes for our populations and the health and care system.

Supporting broader social and economic development

We are working with wider partners in local authorities and research to ensure we are acting as 'anchor' institutions and driving the positive health impacts of employment. This includes enabling people to return to work after a period of unemployment or due to long-term sickness. It also involves taking action to employ a more diverse workforce, recruiting from across our local areas, supporting our workforce to stay in local employment, and ensuring our workforce are healthy and well.



Ways of working to support integration

To deliver the improvement and transformation we want to make across services we need to create the system infrastructure that will allow organisations and teams to work in a more joined-up and effective way. We have a system 'operating model' that we are strengthening that involves organisations working closer together.



Integrated neighbourhood working and Place-based Partnerships

- **Integrated neighbourhood working will enable local people to access more equitable, joined-up preventative, proactive and reactive person-centred care and support. This will be delivered closer to where people live by Integrated Neighbourhood Teams made up of providers across primary care, community care, mental health and social care. They will work in partnership with the voluntary sector, other partners and the local communities they serve to help people live in better health and reduce health inequalities.**
- **NHS partners are active members of the Place-based Partnerships, which are aligned to the Health and Wellbeing Boards and local authorities across Hampshire, Isle of Wight, Portsmouth and Southampton. This enables collaboration across local organisations, including health and care providers, local authorities and other partners such as community and voluntary sector organisations to deliver priorities locally.**

NHS provider collaboration

We will be strengthening our collaboration and working arrangements across NHS providers. This includes finalising the integration of mental health and community care with the formation of a single new organisation and further developing our established Acute Provider Collaborative to allow our three acute hospital Trusts to work closer together and lead and deliver transformation and system-wide pieces of work related to our acute services.

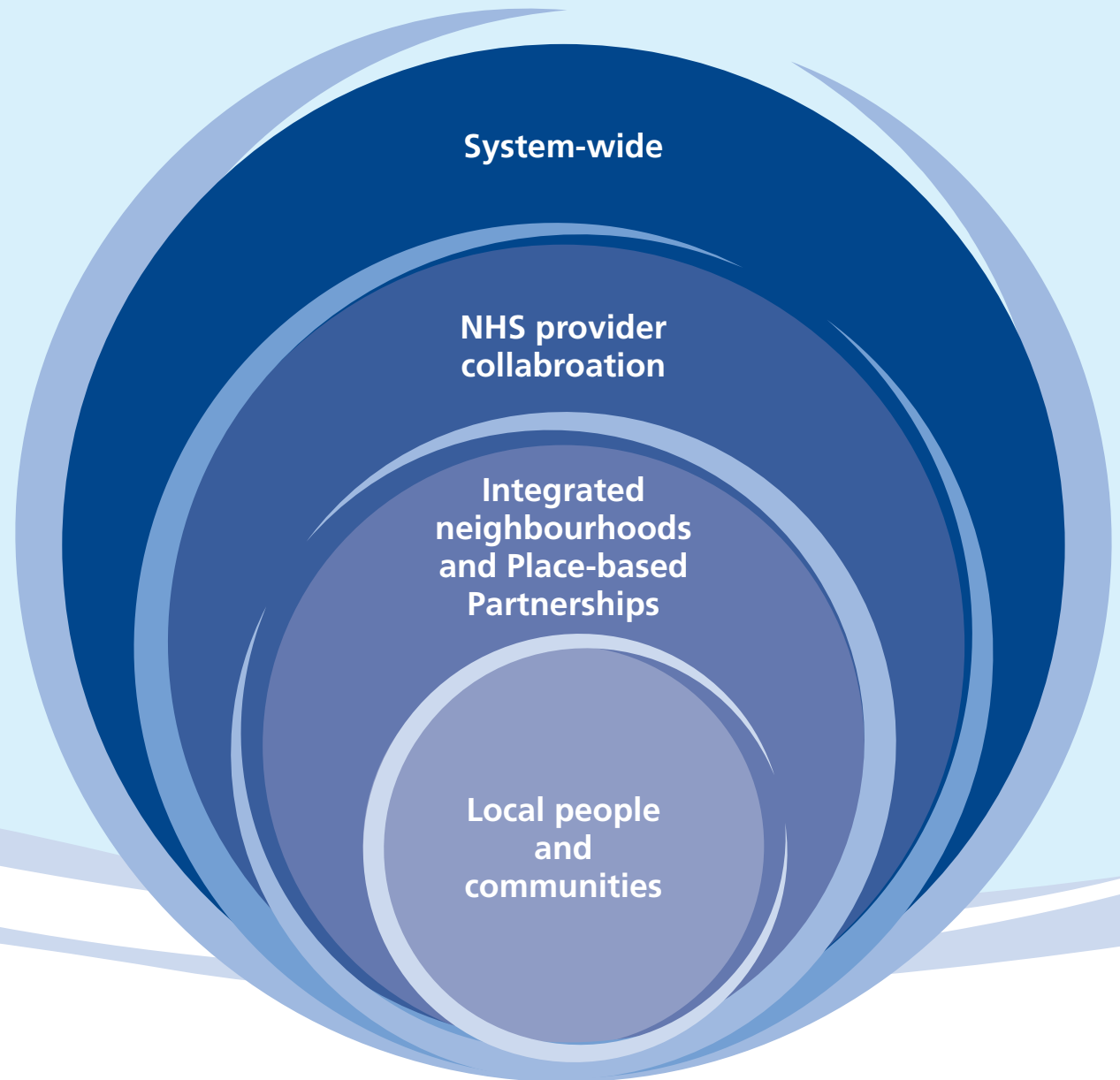
System-wide working

We will continue to strengthen and evolve how we work across the whole of Hampshire and the Isle of Wight, through our two existing system-wide statutory entities:

- **NHS Hampshire and Isle of Wight: The statutory NHS body leading and overseeing the improvement, performance, delivery and resource allocation across the local NHS.**
- **Integrated Care Partnership: The statutory committee made up of wider system partners overseeing the delivery of our partnership priorities.**

Our ways of working

This way of working enables better integration of services, use of resources, co-ordination, planning and decision-making that lead to better joined-up care for local people and better ways of working for our people working across services. It is intended to support, rather than replace or undermine, existing organisational accountabilities.





What will be different

Differences to the future health system

Achieving our Renewed Ambition will require changes to how the current health system works. Over the next five years the key differences to system working will be:

- **A shift more towards proactive and preventative care and support. We will rebalance funding towards prevention and will be gradually increasing resources to the delivery of outcomes and away from processes.**
- **We will have more person-centred care led by the needs of the person and supported by a community-centred approach to wellbeing. We will have Integrated Neighbourhood Teams responding to the growing and changing needs of our communities and will target care and support to those in most need.**
- **We will have care based on clinical outcomes, evidence and data. We will redesign our services to ensure they are working in the most efficient and effective way for our population.**
- **We will have stronger collaboration, partnership and integration across NHS and system partners to enable transformation and reduce duplication.**
- **We will be a learning system, using research and innovation methods to plan work, deliver services and understand impact.**



Benefits for local people

Delivering our ambition will help address the challenges we face as the local NHS and improve how organisations and services work. In doing so, we will be able to improve the services, care and outcomes of local people. Every individual will benefit in different ways but the common themes that will be improved for everyone are:



Benefits to people's outcomes:


- **Better support to live and stay independent for longer in good health.**
- **Better support for our children to make the best possible start and to fulfil their potential.**
- **Reducing the inequalities in health experienced by our most disadvantaged communities and individuals.**
- **Preventing more people from becoming ill and, when they do need support and care, helping them to have access to better services that best meet their needs as quickly as possible and give them the best experience and outcomes.**
- **Better support for people working across our services to work in the best possible way that gets the most out of their skills, experience and expertise.**
- **Fewer people living with and suffering from the complications of preventable disease.**

Positive difference people will experience when using services:

- **Reducing the reliance on services and, when people do require care, ensuring people have the best possible care in the right place at the right time and in the most timely way.**
- **More people receiving proactive care in or close to their home environment.**
- **More people having better access to same-day services for urgent health problems.**
- **More people having better access to high-quality, efficient and effective diagnostics and treatment when needed.**
- **Helping people to return home from hospital swiftly, with the appropriate support at home.**
- **Improving the experience of people using services through more seamless care.**
- **More people receiving more seamless care and only needing to 'tell their story' once.**
- **Reducing unnecessary differences in care and treatment.**
- **Offering meaningful choice at point of referral and during care.**
- **Getting the best out of our people working in services by supporting them to work more efficiently and productively.**
- **Helping more local people and carers to have the confidence and information to manage their own health.**
- **Getting the most out of the limited funding we have available to ensure services are more affordable and sustainable for the future so we can invest in new services.**



Next steps to make our Renewed Ambition a reality



Our NHS operating plan for 2024-25 outlines what we will deliver in year one of our Renewed Ambition through our transformation programmes. This has been developed and agreed across NHS partners, in-line with the national planning guidance, and aims to further improve our financial position as a system through transformation, maintain safe services in the here and now, and continue the progress made for longer-term improvement.

The delivery of the operating plan is being done in a programme management way, with progress regularly reported through formal governance processes.

Key milestones and measurables of our progress of delivering longer-term improvement and transformation beyond year one are currently being developed and will be finalised later in 2024.



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