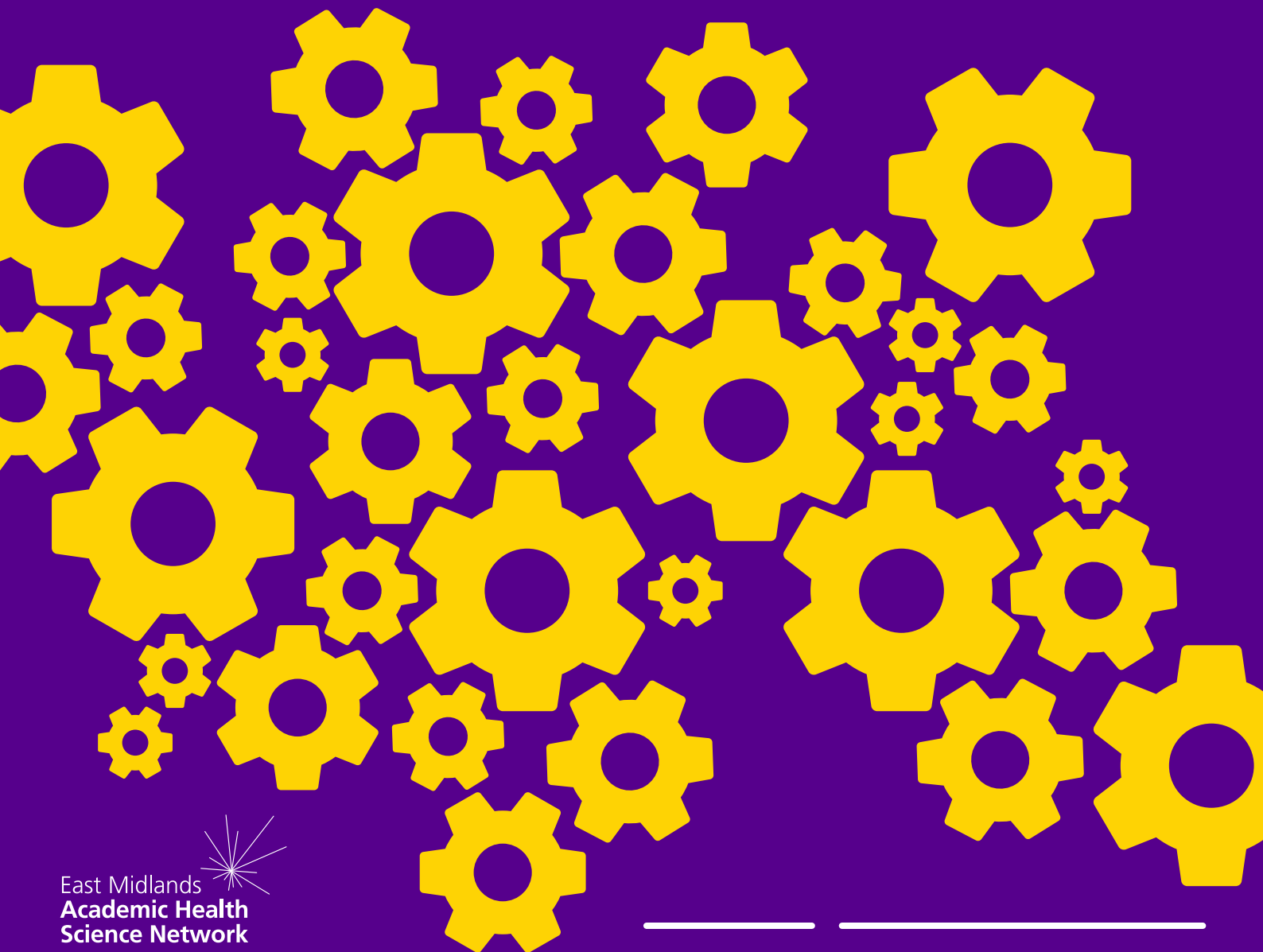


New Care Models: East Midlands Vanguard

Supporting the transformation of NHS and care services



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New Care Models – Vanguards

This guide provides a summary of the East Midlands new care model ‘vanguards’. Of the 50 vanguards around the country, nine are in the East Midlands, more than anywhere else – reinforcing our region’s commitment to transformation, innovation and collaboration. Collectively the nine East Midlands sites are supporting service improvement for millions of people.

What are vanguards?

During 2015 the NHS invited individual organisations and partnerships to apply to become vanguards as part of the new care models programme, which is a key part of the NHS Five Year Forward View (published in October 2014). The aim of each vanguard is to bring together a range of partners to support the improvement and integration of services – providing patients with better, more accessible and joined-up support. During 2015, a total of 50 vanguards were chosen by NHS England, split into five types:

- Acute Care Collaborations that aim to link local hospitals together to improve their clinical and financial viability, reducing variation in care and efficiency
- Enhanced Health in Care Homes that seek to offer older people better, joined up health, care and rehabilitation services
- Integrated Primary and Acute Care Systems that seek to join up GP hospital, community and mental health services
- Multispecialty Community Providers that seek to move specialist care out of hospitals into the community
- Urgent and Emergency Care that seek to develop new approaches to improve the coordination of urgent and emergency care services and reduce pressure on A&E departments

East Midlands Vanguard Footprint

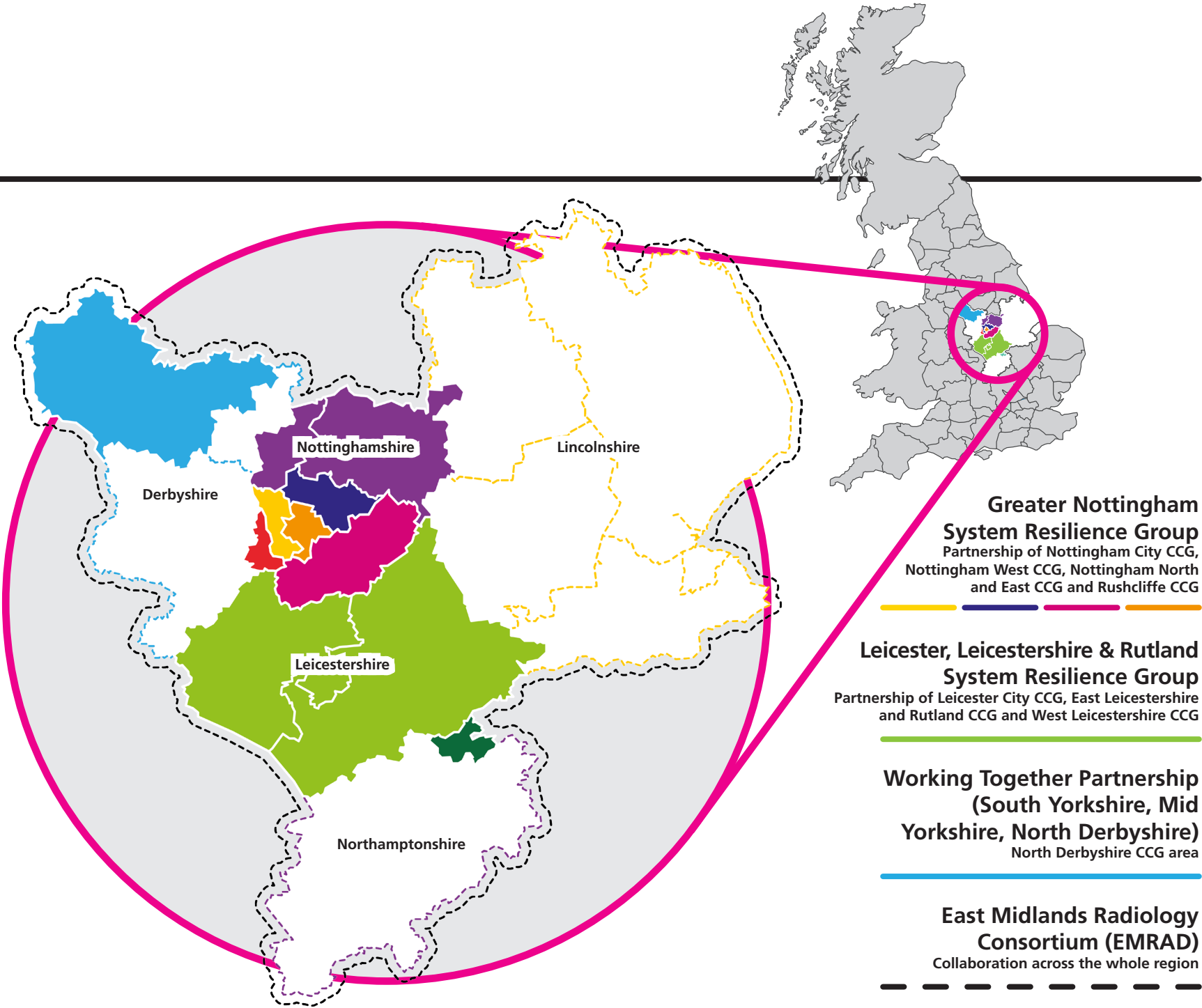
Mid Nottinghamshire Better Together
Led by Newark & Sherwood and Mansfield & Ashfield CCGs

Erewash Multispecialty Community Provider: 'Wellbeing Erewash: Your life, your way'
Led by Erewash CCG

Principia Partners in Health (Rushcliffe)
Led by Rushcliffe CCG

Lakeside Healthcare (Northamptonshire)
Led by Corby CCG

Nottingham City Clinical Commissioning Group (Nottingham City CCG area)
Led by Nottingham City CCG



How will vanguards make a difference to patients?

Each vanguard brings together a range of partners to support improvement and integration of health and care services – providing better and more accessible joined-up support to patients, their families and carers. For example this could include:

- Organising specialist clinics in local surgeries, resulting in fewer trips to hospital
- Providing more support and advice services within patients' homes
- Giving patients a single point of call for family doctors, community and social support services
- Joining up the often confusing range of services – such as A&E, GP out-of-hours, minor injury clinics, ambulance services and 111 – so patients know more easily how to access help seven-days-a-week
- Improving IT systems and using technology to better share patient information between care providers, and also help people take more control over managing their own care.

To find out more about NHS England's new care models programme and the Five Year Forward View visit: www.england.nhs.uk/futureNHS

Vanguard type: Integrated Primary & Acute Care Systems

Mid Nottinghamshire Better Together

Aim

This vanguard will provide more joined-up hospital, community, social and GP / primary care – transforming services and bringing care closer to home for the 310,000 people who live in mid Nottinghamshire (Newark & Sherwood and Mansfield & Ashfield).

Background

The partners are developing a blue-print for health care, with feedback from communities and health and care staff used to shape the plans. By understanding the future needs of local people, the vanguard will drive closer working across organisations to deliver better, more joined-up and efficient services that meet the current and future needs of patients, their families and carers.

This vanguard focuses on a number of important areas including urgent and proactive care (for example people with long term conditions such as diabetes and frail older people) and early and planned care (such as surgery to replace hip and knee joints).

For example this could:

- Reduce unnecessary visits to A&E (where patients don't need urgent help), and provide more planned care closer to the patient's home
- Empower people to take greater control of managing their own care
- Save money that can be used to provide better care – for example removing barriers between organisations will help reduce administrative complexity and cut costs

- Build connections between doctors, nurses and care staff in different organisations – sharing what works well and working together on common challenges and opportunities.

Partners

- NHS Newark & Sherwood and NHS Mansfield & Ashfield CCGs
- Central Nottinghamshire Clinical Services
- Circle Health Limited
- East Midlands Ambulance Service
- General Practice Provider Clinical Cabinet (facilitated by the Local Medical Committee)
- Nottinghamshire Healthcare NHS Trust (including County Health Partnerships)
- Nottingham University Hospitals NHS Trust
- Nottinghamshire County Council
- Sherwood Forest Hospitals NHS Foundation Trust
- Local Community and Voluntary Services
- United Lincolnshire Hospitals NHS Trust

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www.bettertogethernottinghamshire.org.uk

Vanguard type: Multispecialty Community Provider

'Wellbeing Erewash: Your life, your way'

Aim

The vision is for thriving communities within Erewash, where people feel confident and supported to choose a healthier lifestyle, stay well, and know how to get help and support when they need it. The partners' mission is to develop Thriving, Capable, and Healthier Communities.

In 2020 Erewash will be characterised by:

- Strong inclusive communities
- Shared ethos between the people in the community and their trusted professional staff of self-care and shared decision making
- Responsive and accessible support services
- Integrated services that wrap around people and their family and carers reducing the need for bed-based care

Background

This new care model looks to build on our unique selling point of excellent clinical leadership to remove organisational boundaries and shape an integrated person-centred community, where people feel empowered to support themselves and reduce their reliance on costly statutory services. Where care is needed, services will be wrapped around the patient. Specifically, the new models will result in:

- Resilient local supportive communities promoting education and information
- Encouraging and empowering people to self-care and training staff to share decision-making with patients
- Integrated care services with GP-led multi-disciplinary teams spanning primary and community services which target at risk patients

- A new care model for delivering Seven Day Services for local people including those with urgent care needs
- Accessible primary care through appropriate GP coverage and use of triage systems
- An electronic patient record enabling single point access for providers and patients
- Sufficient clinical out-of-hours care coverage

Together GPs and the integrated community services will become a Multispeciality Community Provider, working with the county and borough councils, voluntary sector and local communities to meet the needs of the local population efficiently and effectively.

Partners

Provider partners

- Derbyshire Community Health Services NHS Foundation Trust
- Derbyshire Healthcare NHS Foundation Trust
- Derbyshire Health United
- Erewash Health

Commissioner partner

- NHS Erewash CCG

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[@derbyshcft](#) [#futureNHS](#)

Aim

This vanguard brings together general practice, urgent care services, community and local mental health services, social care, the third sector and hospital providers. By fully integrating health and care services the vanguard will promote the health and wellbeing of 124,000 local people.

- Background
- Rushcliffe has a higher than average population of older people, many living alone. Combined with rising life expectancy, this means increasing demands on services. In response Principia and its partners are developing new ways of working that shifts care upstream - from hospital into the community through a four-part model focused on:
- Self Care – providing people with the information and support they need to take control of their own care, and where possible prevent conditions from developing or progressing
 - Care at Home – helping people to live independently in their homes for as long as possible
 - Community Care – avoiding unplanned hospital admissions by moving some hospital care into the community
 - Hospital Care – reducing avoidable admissions. Build connections between doctors, nurses and care staff in different organisations – sharing what works well and working together on common challenges and opportunities
- New interventions and initiatives have been developed and are already making a difference, with new services set up to reduce hospital attendance and bring care closer to home.
- For example:
- Enhanced support to care homes - aligned GP practice for each home, resident and family involvement in care planning, regular clinical and medication reviews, reduction in emergency hospital admissions and direct access to falls specialists and district nursing
 - Fracture Liaison Service – providing IV treatment for osteoporosis in the community to prevent hip fractures and reduce acute care and medication costs by more than £70,000 each year
- Partners
- Patients and the wider population of Rushcliffe
 - PartnersHealth
 - Principia Partners in Health and NHS Rushcliffe CCG
 - Nottingham University Hospitals NHS Trust
 - Circle Health Ltd Nottingham
 - Nottinghamshire Healthcare NHS Foundation Trust and Health Partnerships
 - Rushcliffe Borough Council
 - Nottinghamshire County Council
 - HealthWatch
 - Rushcliffe CVS, Carers Trust & Age UK
 - Sherwood Forest Hospitals NHS Foundation Trust
 - Local Community and Voluntary Services
 - United Lincolnshire Hospitals NHS Trust

Aim

This vanguard brings together a wide range of health and social care partners to develop home and community-based services that will put patients at the very centre of health and care service provision.

- Background
- This partnership focuses on the population served by Lakeside Healthcare - the largest GP partnership in the NHS with a patient list of over 60,000. From its HQ in Corby, it has branch surgeries in local communities, which means this vanguard will benefit over 100,000 patients.
- The partners are seeking to further develop Lakeside Healthcare's home and community based service that puts the patient at the very centre of everything they do.
- In summary, the vanguard will offer patients four new models of care that complement each other:
- Lakeside Extensivist Services - a joined-up care system that will provide coordinated, comprehensive care to the most needy and frail patients. It will ensure patients receive highly personal care with better access, and will ensure they are involved in the management of their conditions
 - Lakeside Enhanced Primary Care - a team-based care system that will provide comprehensive and convenient medical care to a specific patient segment. This will also allow patients to receive better care that understands and responds to their needs, delivered by their current GP
 - Lakeside Ambulatory Surgery Centres - outpatient centres that will deliver high efficiency care in a place convenient for the patient, with better scheduling of services that will bring about increased patient choices
 - CorbyCare Urgent Care – this system will operate either as a stand-alone service or on a hospital site, with satellite primary pharmacy spokes.
- Partners
- Celesio
 - Corby Borough Council
 - Kettering General Hospital NHS Foundation Trust
 - Lakeside Healthcare
 - Leonard Cheshire Homes
 - Lloyds Pharmacy
 - Olympus Social Care Services
 - Northamptonshire County Council
 - University Hospitals of Leicester NHS Trust

Vanguard type: Enhanced Health in Care Homes

Nottingham City Clinical Commissioning Group

Aim

The Nottingham City Care Homes vanguard aims to support residents living in a care home to be healthier, have a better quality of life, and to be treated with dignity and respect, focusing on residents’ capabilities rather than their dependencies. It is our aim that all residents and their families will have a positive experience of care.

Background

The vision of the partners is to transform the way that health and social care services are delivered in care homes. Objectives include:

- Ensuring residents have an improved experience through the delivery of high quality care
- Ensuring residents are admitted to secondary care only when they have a medical need, and are discharged when that need is met
- Ensuring residents remain as independent as possible and are involved in important decisions such as place of care and place of dying

This will be achieved by:

- Putting in place agreed goals of care for every resident
- Improving the quality of care through effective coordination and use of technology
- Ensuring residents can rely on access to familiar health professionals

Care home residents have complex needs - many are cared for in hospital, even though for some their care could be provided at home or in the community. The vanguard will work with partners to put in place plans that will safely reduce length of stay in hospital, reduce ambulance call-outs and reduce hospital admissions.

This will be achieved by:

- Managing complex conditions more effectively, which will result in reducing ambulance callouts, A&E activity, and hospital admissions
- A greater use of technology (such as blood pressure monitors) and IT in care homes (such as video consultations)
- Improved and targeted medicines management interventions
- Supporting residents to develop and maintain relationships and participate in activities that maintain or improve their health and well-being

Partners

- Care home providers
- Nottingham City Council
- Nottingham CityCare Partnership
- Nottingham University Hospitals NHS Trust
- Nottinghamshire Healthcare NHS Foundation Trust
- University of Nottingham
- Community, voluntary and social enterprise sector services and volunteers
- Olympus Social Care Services
- Northamptonshire County Council
- University Hospitals of Leicester NHS Trust

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Vanguard type: Urgent and Emergency Care

Greater Nottingham System Resilience Group

Aim

Greater Nottingham will create a sustainable and resilient integrated urgent and emergency care system, navigating citizens directly to appropriate, enhanced urgent mental and physical health services. The approach will avoid the emergency department and core hospital provision being the default option, supporting a more sustainable system; improving patient and staff experience and clinical outcomes.

Background

The urgent care challenges have been clearly identified. Urgent care services can be fragmented and generate confusion amongst patients and clinicians about how and where to access care. Often there is an inequitable service response to physical and mental health needs. Citizens, commissioners and provider partners will work together to transform the models of care. This will:

- Ensure citizens who need urgent care get the right advice in the right place, first time
- Provide responsive, urgent physical and mental health services outside of hospital every day of the week so people no longer choose to queue in our hospital emergency department

Partners are implementing a range of innovative approaches, for the population of around 700,000 people. The vanguard is already registering positive impacts, including reductions in emergency admissions and has a strong collaborative ethos to build on.

Example approaches include:

- Delivering an integrated urgent care pathway offering a viable alternative to A&E for patients supported by the development of a clinical hub
- Providing primary care clinicians within A&E

- Supporting navigation and referral of patients to appropriate settings offering an alternative to urgent hospital admission or direct admission into specialties without the patient going through A&E
- Extending the clinical navigation service to include Mental Health; facilitating clinician to clinician communication to ensure patients are directed to the most appropriate support

Partners

- County Health Partnership
- Derbyshire Health United (NHS 111)
- East Midlands Ambulance Service NHS Trust
- Healthwatch Nottingham and Nottinghamshire
- Nottingham University Hospitals NHS Trust
- NHS Nottingham City CCG, NHS Nottingham West CCG, NHS Nottingham North and East CCG, NHS Rushcliffe CCG and NHS Erewash CCG
- Nottingham CityCare Partnership
- Nottingham City Council and Nottinghamshire County Council
- Nottinghamshire Healthcare NHS Foundation Trust
- Nottingham Emergency Medical Services

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Vanguard type: Urgent and Emergency Care Leicester, Leicestershire & Rutland System Resilience Group

Aim

This vanguard's vision is for a new urgent and emergency care system that removes organisational boundaries to meet the diverse needs of over 1 million people who live within Leicester city and the counties of Leicestershire and Rutland.

Background

Supported by all local commissioner and provider organisations throughout health and social care, this ambitious partnership is creating a new alliance-based urgent and emergency care system where all providers work as a single network.

This will bring together ambulance, NHS 111, out-of-hours and single point of access services to ensure that patients get the right care, first time. Key initiatives will include:

- Development of a combined health and social care patient navigation hub working with local authority partners
- Providing a consistent urgent centre service across Leicester, Leicestershire and Rutland
- Improving urgent mental health services and working towards parity of care, including crisis support for mental health from NHS 111, a mental health triage car and increased liaison psychiatry

University of Leicester Hospitals NHS Trust runs the largest single site A&E department outside of London. The urgent and emergency care front door of Leicester Royal Infirmary will be re-launched to include an assessment team with the ability to refer patients to ambulatory clinics, assessment beds, on-the-spot urgent care centres or primary or community care.

The vanguard also has plans to work with the regional and national partners, including IBM and Loughborough University, to use real-time and historic data to effectively identify and respond to service demand

Partners

- Arriva (patient transport service)
- Derbyshire Health United (NHS 111)
- East Midlands Ambulance Service NHS Trust
- NHS Leicester City CCG, NHS East Leicestershire and Rutland CCG and NHS West Leicestershire CCG
- Leicester City Council
- Leicestershire County Council
- Rutland County Council
- Leicestershire Partnership NHS Trust
- Soldiers, Sailors, Airmen and Families Association (acute visiting services)
- University Hospitals of Leicester NHS Trust

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Vanguard type: Acute Care Collaboration Working Together Partnership (South Yorkshire, Mid Yorkshire and North Derbyshire)

Aim

Building on the strong foundations of an established partnership of seven NHS Trusts, this vanguard crosses regional boundaries and will develop a clinical strategy involving different models highlighted in the national Dalton Review.

Background

The development of this vanguard was informed by the publication of the Dalton Review in 2014. In particular the review identified the critical importance of bringing together partners across wider health economies to develop new and better ways of working.

The partners will be developing a series of innovative solutions and models for joint ventures on shared services, working across regional and organisational boundaries.

The focus will be to address key issues that will transform patient outcomes and experiences, including provision of effective Seven Day Services.

Initiatives could include:

- Greater use of networking
- Sharing clinicians across sites
- Delivery of specialist and diagnostic services across a number of different providers.

The partners' ambitious vision is to make sure that services for millions of people are both clinically and financially viable in the future.

Partners

- Doncaster and Bassetlaw NHS Foundation Trust
- Barnsley Hospital NHS Foundation Trust
- Chesterfield Royal Hospital NHS Foundation Trust
- Mid-Yorkshire Hospitals NHS Trust
- Rotherham NHS Foundation Trust
- Sheffield Teaching NHS Foundation Trust
- Sheffield Children's NHS Foundation Trust

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[@RotherhamNHS_FT](#) / [@SheffieldHosp](#) /
[@barnshospital](#) / [@MidYorkshireNHS](#)

Vanguard type: Acute Care Collaboration

East Midlands Radiology Consortium (EMRAD)

Aim

This vanguard unites seven East Midlands NHS trusts to create a clinical network that will provide timely and expert radiology care for a population of around 6.5 million people who are served by the partners.

Background

The vision of this ambitious partnership is to create a national benchmark for a new model of collaborative working for NHS radiology services – potentially benefiting many millions of patients both within and beyond the East Midlands.

In order to achieve this vision the collaboration will deliver a number of improvements.

For example, already the vanguard has started to deploy a shared, technical system to allow access to patient radiology images at the point of clinical need.

To maximise the benefits of this technical investment the vanguard will develop and implement new regional systems of governance, patient consent, commissioner support and education.

The partners are also planning to develop a collaborative network of services, aided by the shared technical systems, which support network-wide clinical care for patients.

The intention is to develop a mechanism for working regionally, bringing work back into the NHS which is currently being delivered in other sectors, providing expert trusted opinions within the NHS, and supporting both large and small trusts by creating cross-trust expert radiology networks.

- Partners**
- Chesterfield Royal Hospital NHS Foundation Trust
 - Kettering General Hospital NHS Foundation Trust
 - Northampton General Hospital NHS Trust
 - Nottingham University Hospitals NHS Trust
 - Sherwood Forest Hospitals NHS Foundation Trust
 - United Lincolnshire Hospitals NHS Trust
 - University Hospitals of Leicester NHS Trust

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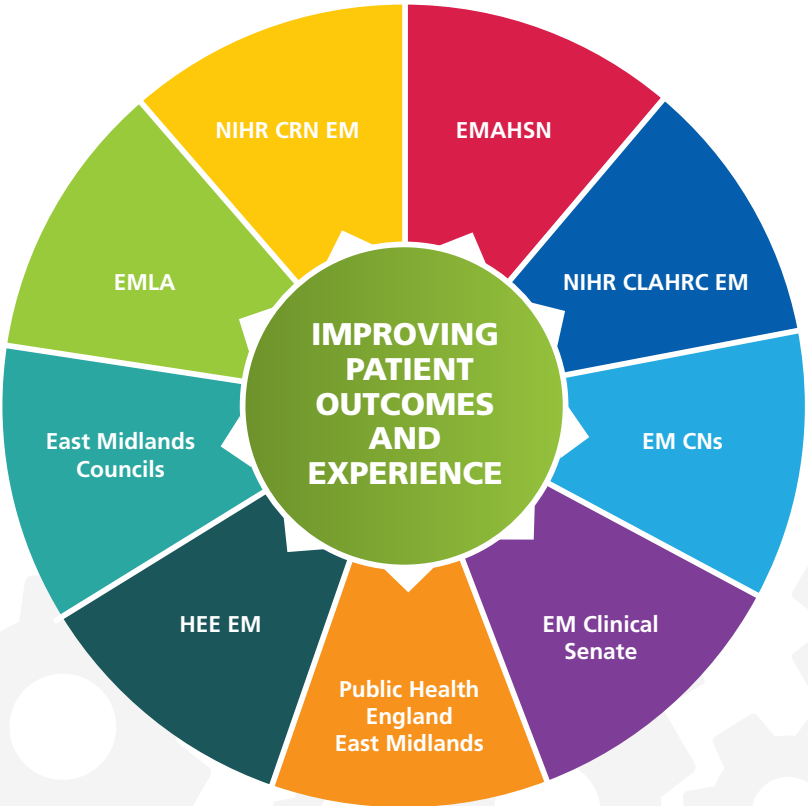
Supporting system-wide transformation

East Midlands Partner Organisations (‘EMPO’)

Within the East Midlands there are a number of health organisations with the same region-wide footprint. Whilst their remits are different they share a collective aim; to serve the East Midlands’ 4.6 million residents, improving health outcomes for patients and the public.

They are individually and collaboratively committed to working with health and social care colleagues to explore all opportunities to share resources, develop joint projects and reduce the risk of duplication.

To find out more about how the partners can support health and social care organisations with their improvement and transformation plans, visit **www.emwheel.org**



This publication has been produced with the support of the East Midlands Academic Health Science Network, which is working to transform the health of 4.6 million people and generate economic growth. For more information visit **www.emahsn.org.uk**



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