

NORTH YORKSHIRE COUNTY COUNCIL

SCRUTINY OF HEALTH COMMITTEE

6 SEPTEMBER 2013

Harrogate and District 
NHS Foundation Trust

Future service delivery in Ripon – Briefing Paper – Report by Director of Partnerships and Innovation

Harrogate and District NHS Foundation Trust (HDFT or 'The Trust') has been a provider of integrated care since successfully integrating a number of hospital and community based services in 2011. The North Yorkshire Review that took place in 2012 placed a clear emphasis on integration of the delivery of healthcare services across North Yorkshire. HDFT is fully committed to the integration of services and has a clear strategic plan that places a focus on working in close partnership with colleagues across health and social care to deliver care in the most appropriate setting for people who use our services.

There is a significant amount of work being undertaken in the Ripon area to further integrate service delivery and develop strategies and plans for the structure and delivery of future services.

The services that we currently deliver in Ripon are:

- Trinity Ward (15 beds) Rehabilitation & Palliative Care
- Minor Injuries
- Integrated Team (District Nursing & Fast Response)
- Out Patient Clinics – see Appendix 1 attached
- IT Training

The Trust is currently working in partnership on the delivery of two specific programmes, both centred around significant engagement with stakeholders including:

- Councillors and colleagues at Ripon City Council
- Ripon City Development
- Councillors and colleagues at Harrogate Borough Council
- Councillors and colleagues at North Yorkshire County Council
- Harrogate and Ripon Council for Voluntary Services
- Harrogate and Rural District Clinical Commissioning Group
- TEWV Mental Health NHS Foundation Trust

1) Healthy Ripon (originally called 'Ripon 2020')

This work began through an agreement to positively shape new models of care and community opportunity. Through the establishment of a Ripon Wellbeing collaborative, the following vision was developed:

- A vision for wellbeing, underpinned by integrated, demonstrable community benefit
- An expanded, community role for the future of Ripon Hospital building
- Integrated services and facilities across the Ripon and District community
- A shared leadership model to underpin the Ripon Wellbeing Collaborative

- Ripon Hospital becomes a centre of excellence for rehabilitation and reablement
- A focus on Community Wellbeing, not just illness
- To build social capital, inclusion and community engagement: especially with regard to young people
- To recognise staff as a key resource alongside local people and agency partners
- The development of an exemplar pathfinder initiative - attractive locally and nationally
- The need for a clear vision and communication strategy

This vision was developed by stakeholders at an initial event in April 2012. The Healthy Ripon Leadership Group was established and has been meeting since June 2012. It met most recently on the 10 June 2013 to agree the priorities for Healthy Ripon over the next year.

These are:

i) Active Ripon: physical activity projects.

This programme is building on work led by Harrogate Borough Council to increase levels of physical activity. The Trust was successful in securing a small pot of funding from the Strategic Health Authority with match funding from Harrogate Borough Council to develop the Active Ripon project. This additional resource promotes physical activity through taster sessions in new localities, for example yoga sessions in the village hall in Sharow. These sessions have been extremely well received and work is being undertaken to further develop and sustain the programme.

ii) Integrated Care: progression of the integration of services.

This is a significant theme that has emerged from community events, and work is ongoing to support further joint working between community health and social care teams. This includes the development of a range of services that will 'wrap round' the patient to better co-ordinate the delivery of care and aim to provide a single point of access.

iii) Young people: improve the health and wellbeing of young people in the Ripon and rural localities.

There has been a significant contribution by young people to the Healthy Ripon collaborative. A specific focus resulting from their feedback is on the delivery of sexual health services. These services have historically been delivered in GP surgeries during the daytime. A multi agency group is working to make the services more accessible through providing alternative locations, more appropriate times and re – branding of the service.

iv) Developing a Long Term Conditions pathway.

Through our community events, a significant number of stakeholders expressed their strong views about services for older people. They detailed how services could change in order to further support people in their homes. Two specific events have been held with people over the age of 70 during which they worked with clinicians to redesign services and agree areas to demonstrate what 'good looks like'.

A couple of examples are that a GP from Boroughbridge is working with the Specialist Respiratory Nurses to provide a group session for COPD patients in the Practice. We are also piloting team meetings between the Specialist Diabetes and Heart Failure Nurses with the Community Long Term Conditions Team to discuss the management of individual cases. The aim is to see if these improve the outcomes and experience for patients.

v) Empowering the local community.

This overarching theme is looking at how we work to encourage the Ripon population to become active owners of health and social care services and have the confidence to make decisions about future health choices.

vi) Estates: creative use of the Health and Social Care economy resources across Ripon.

Conversations continue with partner organisations to identify models of delivery that meet local and national best practice standards and are an effective use of resource. A stock take meeting to agree future actions and timescales will take place on 9 July 2013. The outcomes of the meeting will be shared widely.

There is proactive involvement from the Ripon population in the development of these priorities with significant turnout and engagement in the events that we have held.

Healthy Ripon has been included in the Ripon City Plan that is currently out for consultation.

2) Ripon Hospital

There is a parallel piece of work being undertaken which recognises the importance of maximising the benefits that can be offered by a community hospital in the short /medium term. The aim of this work is to look at the use of the beds, the medical model and current staffing structure used in Ripon Hospital to maximise its potential.

Local people have told us that they feel having hospital services Ripon is incredibly important to them and we received positive feedback regarding the high quality of the delivery of treatment in terms of palliative care and step-up community care. It was also highlighted that being able to attend out-patient appointments in Ripon made our services more accessible to people of all ages.

The future vision for Trinity Ward is to achieve:

- Clarity around referral criteria to ensure that patients on the ward are there for rehabilitation purposes.
- An increase in therapy cover to provide robust cover over seven days.
- Daily goal planning and decision making for each patient, with medical input
- A reablement culture on the ward for all staff.
- Making beds available for palliative care and day case procedures – such as blood transfusion.

During July, meetings are taking place between HDFT, GPs and staff at Ripon Hospital to agree the next steps and finalise an implementation plan and delivery strategy.

The significant collaborative working being undertaken in Ripon has demonstrated that this is a powerful way to change clinical practice and develop models of service development that will be owned by local communities. This work has developed a vision for the delivery of shared and sustainable services that has progressed significantly over the last year.

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July 2013