



**Leicester, Leicestershire
and Rutland**
Integrated Care Board

LLR ICB Vision and Plan for Local Healthcare in Lutterworth

A proud partner in the:



**Leicester, Leicestershire
and Rutland**
Health and Wellbeing Partnership



1. Primary Care Transformation

2. Community Health and Social Care Integration

3. Planned Care in the Community

4. Mental Health

5. Access to Pathways

6. Maternity and Children's

7. Enablers to Fit for the Future Local Healthcare

Primary Care Delivery (2022-2023)

- ❑ PCN expansion through Additional staff roles (Pharmacists, pharmacy technicians, nurse associates, care co-ordinators, mental health practitioners and first contact physio) with further expansion in 23/24
- ❑ Improved and quicker access to diagnostics (FENO testing, Spirometry, Ambulatory BP and ECG)
- ❑ Ensure primary care is responsive using additional PC professionals and non f2f appointment methods
- ❑ Improved access to MH services and strengthen prevention and resilience to support growing population
- ❑ Partnership working (PCN/Local Partners)

Primary Care Estates (2022-2024)

- ❑ Develop sustainable estate solutions to support the growth in population
- ❑ Develop the Primary Care Network estate strategy to identify options for space utilisation and maximise estate
- ❑ Develop a solution to accommodate the expansion of primary care Additional Roles members of staff
- ❑ Develop plans to utilise the S106 monies from developers (£1.765m) which will be released in 2026

Our Aim:
1. Transform local Primary Care

- Pro Active Health Inequalities Focus
- Technology and data Enabled
- New roles and ways of working
- More operational space to deliver care

Home First Approach (2022-2023)

- Mobilisation of Falls Crisis Response Service
- Implement Ageing Well Urgent Crisis Response 7-day therapy
- Raise local awareness to Integrated Community Specialist Services
- Expand virtual ward model with at least 408 beds across LLR by December 2023 (including palliative care beds starting in Dec 2022).
- Care co-ordination with joined up working across health (HomeFirst) and ASC (Homecare Assessment Reablement Team)

Integrated Neighbourhood Working (2022-2023)

- Embed anticipatory care to jointly manage frail, complex and high-risk patients
- Develop an Integrated neighbourhood leadership team
- Increase Frailty identification and assessment with RISE team
- All vulnerable patients have quality care plans

Care in the Community (2022-2023)

- Review and develop rehabilitation models
- Digital Technology in local Care Homes
- Revision of Carers Strategy to ensure carers of all ages are identified early and supported – consultation underway
- Work to support a sustainable increase in referrals to the Community Pharmacy Consultation Service
- Increase the local Voluntary and Community Sector offer in Lutterworth
- ASC proposals include an Extra Care scheme (70 beds) and Supported Living Scheme (10 beds) to support the Lutterworth SDA
- Improvements to delivery of Physical Activity support – alignment of a Community Health and Wellbeing Officer and Community Facilities Officer to Lutterworth
- Young persons Health and Wellbeing Strategies refresh – planning until 2025

Our Aim:
2. Integrate
Community Health
and Social Care



Technology
and data
enabled

Voluntary
and
Community
Sector

Enhanced
Care in
Care
Homes

Integrated
Neighbourhood
Leadership

Anticipatory
Care

High Risk
Focus

Expand Diagnostics (2022-2023)

- ❑ We are working with the GP practices to develop additional diagnostics for Cardiac and Respiratory investigations.
- ❑ Explore opportunity to bring more diagnostics closer to home, including (but not limited to):
 - ENT diagnostics
 - Endoscopic urology diagnostics
 - Audiology diagnostics
 - Phlebotomy
 - Ultrasound
- ❑ Develop a case for moving appropriate high demand activity into the most clinically appropriate place for the patient.
- ❑ Work jointly with our neighbouring ICSs to agree a digital solution to diagnostic pathways not within LLR.

Expand Outpatients (2022-2024)

- ❑ Develop a plan for assessment clinics in Lutterworth for patients to enable them to be seen closer to home.
- ❑ We will review clinic activity across key including dermatology, ophthalmology, gynaecology and audiology to assess viability for more services delivered in Lutterworth
- ❑ Work with High Street Optometrists to consider local Outpatient provision in Lutterworth.
- ❑ Review the intravitreal therapy to improve or stabilise vision in Lutterworth to support age related Macular Degeneration

Aim:
3. Planned Care closer to the local community

Technology and data enabled

Care closer to home

Mobile provision

Wider delivery partners

Enhanced diagnostics

Better utilisation of Lutterworth Estates

Primary Care Pathways (2022-2024)

- ❑ New Enhanced Access service resulting in more appointments available until 8pm on weekdays and 9am-5pm on Saturdays.
- ❑ Improved and quicker access to diagnostics
- ❑ Continue to use the proactive Population Health Management approach focussing on support for patients with dementia and reducing A&E attendances, and provision of complex and Long Term Condition Care
- ❑ Focus on digital approach to PC provision including appointment and prescription management, access to medical records and test results and vaccination records.

Mental Health Pathways (2022-2023)

- ❑ Deliver a local mental health pathway for people living in Lutterworth to reduce long waits for specialist support.
- ❑ Identified as one of only 4 innovator sites in LLR, we will pilot in Lutterworth the 3 conversation approach to mental health aiming to eradicate organisational boundaries and reduce hand offs across the system

Urgent Care Pathways (2022-2023)

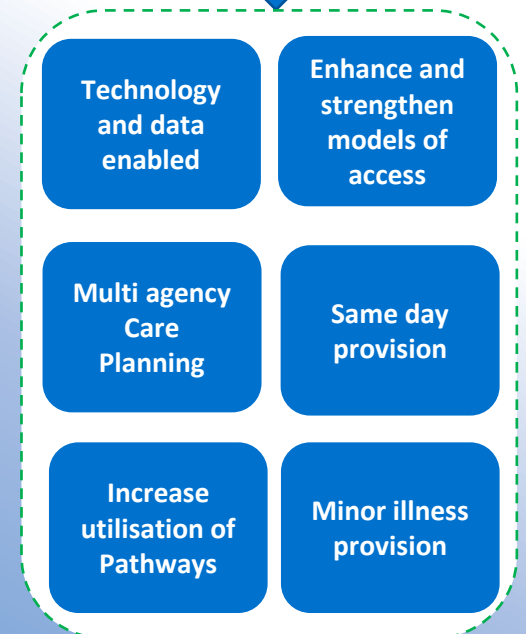
- ❑ Develop an enhanced access model that supports access to same day appointments
- ❑ Review Minor Injury Service provision and Urgent Treatment Centre provision to support reduced need for ED access
- ❑ Identify the highest utilised ED's out of county including reasons and reviewing those pathways
- ❑ Increase the utilisation of the Community Pharmacy Referral Scheme
- ❑ Expand the number of Clinical Pharmacists working locally who can treat Minor Illness

End of Life Pathways (2022-2024)

- ❑ Strengthen the community palliative and end of life care offer
- ❑ Support more people to die in their place of choice through RESPECT planning
- ❑ Improve access to end-of-life care provision through developing 24/7 advice line for patients, carers, and professionals
- ❑ Enhancing the end-of-life discharge pathway through testing an integrated EOL social care bridging and co-ordination offer
- ❑ Quality and co-production review of patient and carer experiences at end of life. Support training and support
- ❑ Refresh the LLR all age end of life strategy

Our Aim:
4. Mental Health

5. Improve access to local pathways



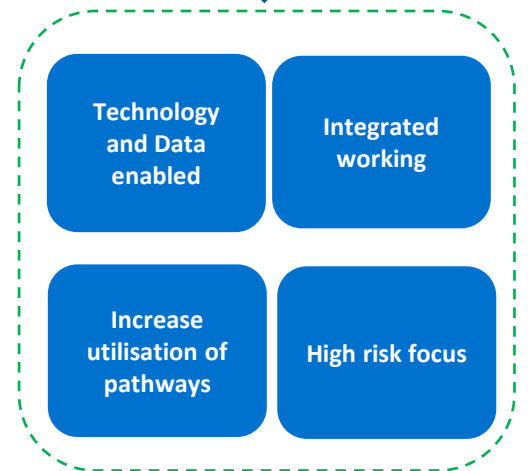
Children's and Young People Transformation (2022/23)

- Young persons Health and Wellbeing Strategies refresh – planning until 2025
- Asthma Hub rollout across LLR
- Improve provision of weight management services (Tier 2 low-level provision and Tier 3)
- Develop a CYP integrated workforce across the system to deliver improved outcomes for SEND/LD patients

Maternity Transformation (2022/23)

- Midwifery continuity of carer (MCoFC) rollout – 75% of BAME /deprived groups by March 2024
- Working across Maternity Primary Care to improve the uptake of covid and flu vaccination rates, especially those at most risk
- Develop maternal digital strategy
- Strengthen the perinatal mental health service and increase referral rates

Our Aim:
6. Children's and
Maternity



Strategic Estates Solutions (2022 – 2024)

- ❑ Undertake strategic site feasibility review of local Health Estates including Feilding Palmer Hospital to quantify potentially available free space and compare with criteria to deliver future healthcare services
- ❑ Identify venues for colocation of services e.g., MH Staff, primary care additional roles. This could include our Local Authority partner sites.

Digital Innovation (2022-2024)

- ❑ Work towards enabling the discharge teams to share key information relating to an individual's care between all health care settings and Leicestershire County Council staff
- ❑ Develop SystmOne Community Module in support of new ways of Integrated working
- ❑ Implement remote monitoring and patient questionnaires for appropriate Cardiovascular conditions using text facilities or an app

Cross Border Working (2022-2023)

- ❑ Work with neighbouring Integrated Care Systems (ICSs) to share information consistently across local infrastructure plans to maximise potential for CIL/S106 contributions
- ❑ Undertake an Out of Area contract review of LLR CCG commissioned services to inform future plans
- ❑ Work with out of county providers and commissioners to discuss neighbouring area plans for Minor Injury Services, Community Diagnostics, Primary Care New Models, Hospital Outpatient Transformation
- ❑ Embed Early Intervention Service referrals for Children between health and care to appropriate in and out of area local authorities

Our Aim:
7. Develop a fit for the future local healthcare offer

Long term infrastructure planning

Improve partnership working in and out of area

Technology and data enabled teams and patients

Model and understand population health impacts



What will this mean for Feilding Palmer Hospital?



Service Provision in Feilding Palmer Hospital

OUTPATIENTS	DIAGNOSTICS	SERVICES
Cardiology services	Adult Audiology	Cardiology
Audiology services inc ear syringing	Children's Audiology	General Surgery
Dermatology services	ENT	Gynaecology
UV light therapy	Endoscopic urology diagnostics	Dermatology
Gynaecology services inc colposcopy	Echocardiogram	Ophthalmology
Ophthalmology Intravitreal therapy	Phlebotomy	Audiology
Urology	Dermatology	Physiotherapy
Assessment clinics		Out of hours access
	Vascular doppler	Covid vaccination clinic
	A range of diagnostics delivered in GP practices to include:	
	• 24/48 hr Tapes and Blood Pressure	
	• ECGs	
	• FeNO Testing	
	• Phlebotomy	
	• Ultrasound	



Feilding Palmer Inpatient Beds

- Feilding Palmer inpatient beds remain closed following Covid-19, due to constraints complying with Infection, Prevention and Control (IPC) guidelines.
- Due to capacity of beds, the staffing model is closer to that of an ITU than a general medicine ward (due to lone working needing 2 qualified nurses).
- Backlog maintenance costs are significant (>£3m) before any improvements are made
- Local GPs fully supportive of expanding community services for the local population

Expansion of Community Services

- Expansion of community services would benefit more patients by increasing outpatient provision, diagnostics, and out of hours provision as a hub for care for people in Lutterworth.
- The number of patients who benefit from expansion of community services would be significantly higher than if the beds were reopened
- Increasing community services would
 - 1) Offer care closer to home
 - 2) Reduce unnecessary car journeys to UHL and UHCW
 - 3) Improve links between Primary and Secondary care
 - 4) Increase availability for patients from other areas, therefore increasing utilisation.
- The frequency of clinics could be increased as the population of Lutterworth East SUE increases



Our Vision and Plan for Local Healthcare at Feilding Palmer Hospital

1. Expand Outpatients

2. Expand Diagnostics

3. Access to Pathways

4. Strategic Enablers

1. Expand Diagnostics Services (2022-2023)

- ❑ Explore opportunity to bring more diagnostics closer to home, including ENT diagnostics, Endoscopic urology diagnostics, Audiology diagnostics, Phlebotomy and Ultrasound.

- ❑ Work jointly with our neighbouring ICSs to agree a digital solution to diagnostic pathways not within LLR

2. Expand Outpatients Services (2022-2024)

- ❑ Develop a plan for assessment clinics in Lutterworth for patients to enable them to be seen closer to home.

- ❑ We will review clinic activity across key including dermatology, ophthalmology, gynaecology and audiology to assess viability for more services delivered in Lutterworth

- ❑ Review the intravitreal therapy to improve or stabilise vision in Lutterworth to support age related Macular Degeneration

3. Access to Pathways (2022-2023)

- ❑ Develop Local Enhanced Access service encompassing same day access for Primary Care, Urgent Care, including (Minor Injuries), and Frailty Care

- ❑ Minor Injury Service provision and Urgent Treatment Centre provision to ensure it meets the needs of the local population and reduces the need for presentation at ED

- ❑ Deliver a local mental health pathway for people living in Lutterworth to reduce long waits for specialist support.

- ❑ Strengthen the local community palliative and end of life care offer

4. Strategic Enablers (2022-2023)

- ❑ Undertake strategic site feasibility review of local Health Estates including Feilding Palmer Hospital to quantify potentially available free space and compare with criteria to deliver future healthcare services

- ❑ Identify venues for colocation of services e.g., MH Staff, primary care additional roles.

- ❑ Work with out of county providers and commissioners to discuss neighbouring area plans

UHL Reconfiguration / LPT Estates Strategy / NHS Operational Planning / Technology Enablement / Lutterworth Local Housing Growth

Our Aim:
The Right
Care Closer
to
Lutterworth
Residents

Urgent
Care

Minor
Injuries

Outpatient
Clinics

Access to
Pathways

Community
Health
Services

Enhanced
Diagnostic
Capability



Short Term Actions

Conversations are underway to agree how the space within the Feilding Palmer can be utilised in the short term whilst the longer solution is developed. Discussions are underway with:

- Lutterworth GPs and the PCN – to explore the opportunity to utilise the space for the ARRS (or other) roles within primary care. A visit is being arranged for the GPs to view the space which could be utilised by primary care
- LLR Alliance – to assess the opportunity to utilise the space for additional Alliance outpatient activity
- UHL – in conjunction with the discussions with the Alliance to assess the opportunity for additional outpatient activity
- LPT – to explore whether we are maximising the use of the facilities for community activity
- Analyse the outcome of the feasibility study and develop proposals for future estate solution

Longer Term Actions

- Engagement with the people of Lutterworth on the proposed model of care and estate solution
- Agree delivery plan and responsibilities
- Develop a Business case