

NHS Lincolnshire Joint Forward Plan 2023 - 2028



April 2024

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Foreword

There is a long history of joint working in Lincolnshire between the NHS, Local Authority and wider partners – together known as the Lincolnshire Integrated Care System (ICS). We have worked hard to build the relationships needed to support the people of Lincolnshire to enjoy the highest quality health and wellbeing for themselves, their families and their communities.

We have made good progress and performance in some of our key services is nationally recognised, for example, mental health transformation, our elective surgery hub at Grantham, and our Better Births programme. We are upgrading the A&E departments at Lincoln and Pilgrim hospitals and are driving forward innovative programmes of work so we can continue to bring care 'closer to home' (including the establishment of Community Diagnostic Centres) and drive forward personalised care.

To help guide its work the Lincolnshire ICS has developed a shared ambition...

For the people of Lincolnshire to have the best possible start in life,
and be supported to live, age and die well.

Underpinning this ambition are four aims. These align to those set nationally for Integrated Care Systems, however they are specific to Lincolnshire. To drive the delivery of the Lincolnshire Integrated Care System ambition and aims, three strategies have been developed.

The first two of these, the Health and Wellbeing Strategy and the Integrated Care Partnership Strategy, set out the priorities and key enablers for the broad alliance of partners in the Lincolnshire Integrated Care system to meet the health and wellbeing needs of the Lincolnshire population in the widest sense.

The third of these, the NHS Lincolnshire Joint Forward Plan - this document - describes the priorities that specifically the Lincolnshire NHS and its partners will jointly focus on over the next five years to meet the Lincolnshire population's physical and mental health needs, in the context of the overall ICS ambition and aims.

These priorities are:

- A better relationship with the people of Lincolnshire
- Living well, staying well

- Improving access
- Delivering integrated community care
- A happy and valued workforce

Although ambitious, we believe these priorities are achievable and meaningful to local people, communities and staff, who all have an equal part to play in their delivery.



Introduction

Welcome to our new strategy for the NHS in Lincolnshire. At its heart is the recognition that we need to establish a better relationship with the people of Lincolnshire.

The strategy's purpose is to set out the priorities the Lincolnshire NHS and its partners will jointly focus on over the next five years so the people of Lincolnshire have the best possible start in life, and are supported to live, age and die well. It does not, therefore, seek to cover every single service provided by the NHS in Lincolnshire¹.

This strategy has been developed jointly by all the local NHS organisations and their partners, building on our long history of working together. Over this time, we have developed the close relationships needed to meet the health needs of people in Lincolnshire, but we know there is much more to do. We know that moving forward we need to continue to develop the way we deliver services to provide excellent care to all.

Now is the time for the NHS in Lincolnshire to plan for the future. A period of financial hardship for the NHS in Lincolnshire was followed by the COVID-19 pandemic, during which our staff worked courageously and tirelessly in the face of enormous difficulties.

We are entering a period of change as we work to further improve the health and wellbeing of our local population and staff, give people access to care as quickly as possible and continue to improve the productivity and efficiency of our services. And while we are doing this, the NHS nationally is also changing significantly too.

So, this is a challenging time for the NHS in Lincolnshire – but it is also an exciting one. We want to explore new ways of working together with our partners and with the people of Lincolnshire to shape the future of healthcare across the county.

This strategy is the result of a lot of hard work by clinicians, NHS staff, members of the public and others. We have involved our clinical leaders, staff, patient representatives and the public from the start, holding conversations in our communities and working with our local Healthwatch to run webinars and a survey. Whilst this feedback has helped shape the initial development of the strategy, we are committed to ongoing and open conversations to continuously shape, adapt and test our ideas with our staff and local communities.

1. These are detailed in NHS Lincolnshire's operational plans, which are refreshed annually in line with NHS England planning requirements.



Photograph: Julie Perrott

Lincolnshire and the NHS

What is Lincolnshire like?

Lincolnshire is a unique county: it boasts a diverse landscape of sandy beaches, lush woodland, rolling fields and bustling communities. It is the proud home to some of the greatest traditional English seaside resorts in the country and Britain's Best Small City.

Lincolnshire is one of the largest counties in England but has relatively few residents – its total population is 768,364. However, its population density is 129 people per square kilometre, around a third of the average for England.

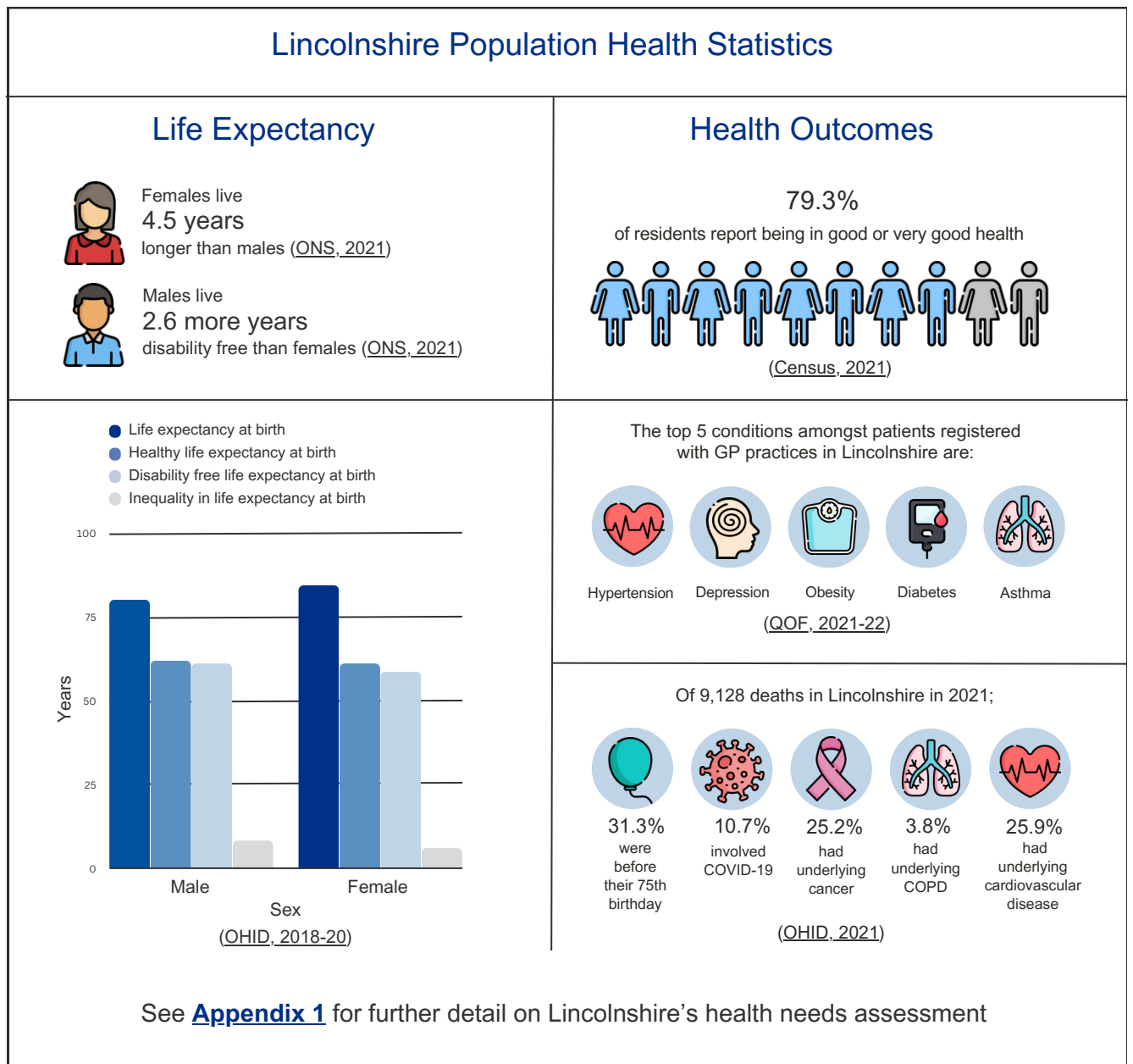
Residents are spread across the city of Lincoln, market towns and rural and coastal areas. A predominantly rural county, Lincolnshire has no motorways, little dual carriageway and 80 kilometres of North Sea coastline.

Socially the county is diverse too, with some of the most affluent and most deprived areas in the East Midlands. Some of our wards are among the poorest in Europe, our population is older than the English average, and we have proportionally more adults aged over 75 than elsewhere in England. The number of people in this age range in Lincolnshire is expected to increase significantly over the next 20 years.

The general pattern of deprivation across Lincolnshire is in line with the national trend insofar as the urban centres and coastal strip show higher levels of deprivation than other parts of the county. Resort towns, such as Skegness and Mablethorpe, are among the 10 per cent most deprived localities in England.

All this means it's challenging to deliver high-quality healthcare across the county.

The diagram below provides a picture of the current health of the Lincolnshire population.





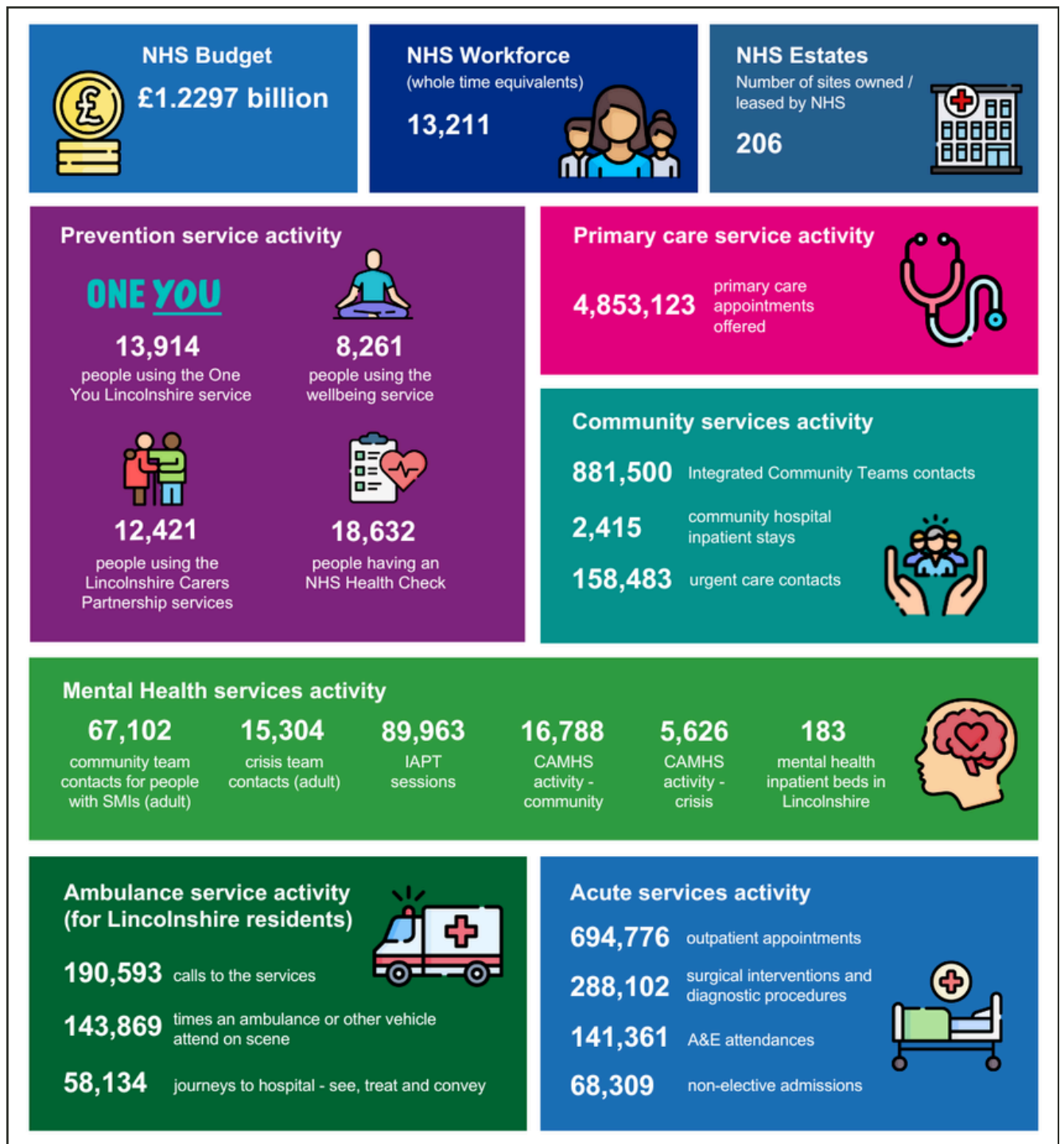
Photograph: East Lindsey District Council

How is the NHS in Lincolnshire organised?

The NHS Lincolnshire Integrated Care Board (ICB) oversees plans for meeting the health needs of the Lincolnshire population, managing the NHS budget, and providing physical and mental health services across the county. These services include:

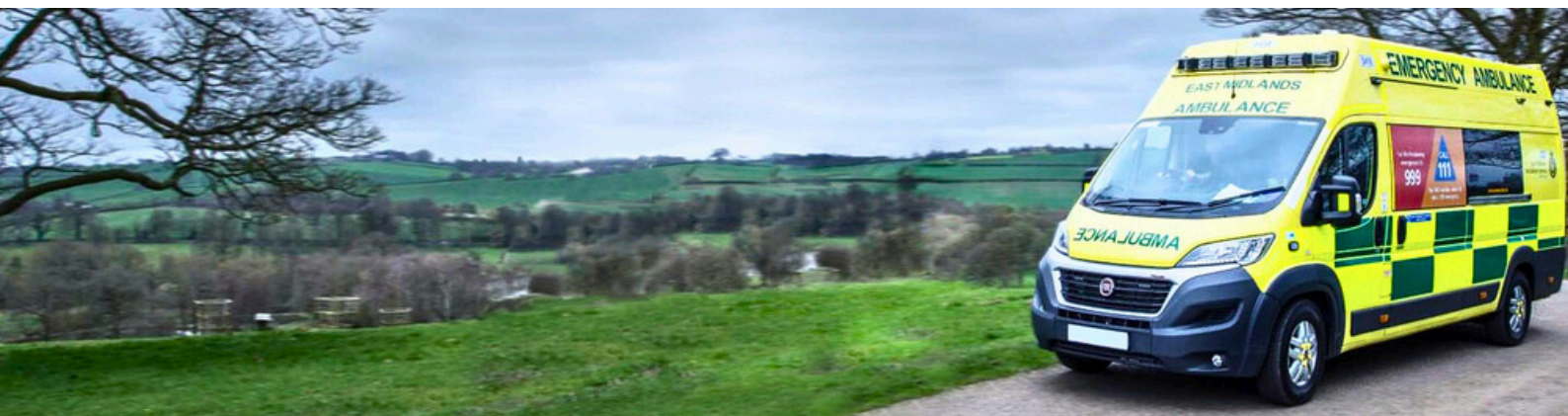
- planned care
- cancer care
- emergency care
- mental health
- learning disability and autism
- maternity services
- community and GP services for 813,119 registered patients across 81 GP practices

The diagram below describes the NHS in Lincolnshire 'in numbers' in 2022/23.



The ICB arranges for services to be provided by a wide range of partners:

- All GP practices in Lincolnshire
- Dental, Pharmaceutical and Optometry Services in Lincolnshire
- United Lincolnshire Hospitals NHS Trust
- Lincolnshire Partnership NHS Foundation Trust
- Lincolnshire Community Health Services NHS Trust
- Northern Lincolnshire and Goole Hospitals NHS Foundation Trust
- North West Anglia NHS Foundation Trust
- East Midlands Ambulance Services NHS Trust
- The voluntary, community and social enterprise sector



This strategy does not try to cover every service provided by the NHS in Lincolnshire. Details of NHS Lincolnshire's operational plans to deliver the NHS commitments and the legal duties and responsibilities² of the Lincolnshire NHS organisations can be found on the Lincolnshire Integrated Care Board website on the 'Strategy and Planning' page under the 'About us' section.

The purpose of this strategy is to set out the priority areas the Lincolnshire NHS and its partners will jointly focus on over the next five years to meet the local population's physical and mental health needs. These priorities have been identified through engagement with clinical leaders, staff, patient representatives and public from the start, holding conversations in our communities and working with our local Healthwatch to run a survey and webinars (see [Appendix 2](#) for findings).

We are committed to ongoing and open conversations with our staff and communities to continuously test, shape and adapt our ideas to continue to coproduce this strategy.

2. As referenced in the NHS England national publication 'Guidance on developing the Joint Forward Plan', December 2022.

Better Lives Lincolnshire

The NHS in Lincolnshire is part of the Lincolnshire Integrated Care System (ICS), which is known as 'Better Lives Lincolnshire' (BLL). This partnership of local organisations comes together to plan and deliver joined up health and care services, and to improve the lives of people who live and work in our county.

The organisations that make up Better Lives Lincolnshire have agreed a shared ambition and aims, and developed three strategies to achieve them. This NHS Lincolnshire Joint Forward Plan, which you are now reading, is one of them.

Better Lives Lincolnshire ambition

For the people of Lincolnshire to have the best possible start in life,
and be supported to live, age and die well

Better Lives Lincolnshire aims



Have a strong focus on prevention and early intervention



Tackle inequalities and equity of service provision to meet the populations needs



Deliver transformational change in order to improve health and wellbeing



Take collective action in health and wellbeing across a range of organisations

Better Lives Lincolnshire strategies

Health and Wellbeing (HWB) Strategy

Integrated Care Partnership (ICP) Strategy

This document

Lincolnshire NHS Joint Forward Plan

Sets out how **Lincolnshire County Council**, **Lincolnshire NHS** and **wider partners** will support delivery of the ambition and aims.

Sets out how **Lincolnshire NHS and its partners** will support delivery of the ambition and aims.






See [Appendix 3](#) for further detail on the priorities of each of the three Lincolnshire ICS strategies.

Our strategy

At the heart of our strategy is the recognition that we need to evolve our relationship with the public. Together with the people of Lincolnshire, we are building a shared view and agreement on what the best wellbeing, care and health for Lincolnshire looks like.

At its core the 'Our Shared Agreement' describes the foundations of an evolving relationship between health, care, communities, and the people of Lincolnshire that is rooted in partnership, education, personalised care and making decisions together.

An initial description of these foundations, which have been developed by working with people from Lincolnshire, is set out below.

 <p>Being prepared to do things differently</p>	<p>Together we will:</p> <ul style="list-style-type: none">• Be open to change and acknowledge it will take time.• Have patience and learn by doing.• Have and give permission to do things differently.
 <p>Understanding what matters to ourselves and each other</p>	<p>Together we will:</p> <ul style="list-style-type: none">• Offer a safe, non-judgemental environment for you to be open and honest and to be ourselves.• Embrace and value differences and implement this in a person-centred way.• Make no decisions about you without you.
 <p>Working together for the wellbeing of everyone</p>	<p>Together we will:</p> <ul style="list-style-type: none">• Walk alongside you instead of leading you by asking the service users, carers and all involved in their care what their goals are and how we will achieve them together.• See the wellbeing of staff as equally important.
 <p>Conversations <u>with</u> and <u>not about</u> people</p>	<p>Together we will:</p> <ul style="list-style-type: none">• Recognise the importance of active listening and having time to make choices.• Do what we say we will do, in an environment of openness and honesty.• Offer information, knowledge and skills.
 <p>Making the most of what we have available to us</p>	<p>Together we will:</p> <ul style="list-style-type: none">• Be honest about what is and isn't available.• Recognise our own strengths and opportunities.• Recognise support starts with the individual, family and community.• Actively support communities to best manage their health and wellbeing.

Developing a better relationship with the people of Lincolnshire is a priority in itself for us, but it also underpins all of the other priorities we have identified for this strategy.

Our priorities in summary

The NHS Lincolnshire Joint Forward Plan sets out five priorities, which have been identified through engagement with our stakeholders. **A summary of these is described below:**

PRIORITY 1: A better relationship with the people of Lincolnshire

- Create a shared agreement.
- Support shared decision making.
- Develop and design services together.
- Work with people and their families to manage their own health and wellbeing.

PRIORITY 2: Living well and staying well

- Preconception, infancy and early years.
- Childhood and adolescence.
- Working age.
- Ageing well.

PRIORITY 3: Improving access

- Develop services that align with the needs of the population.
- Develop teams with a range of skills and expertise.
- Simplify the processes for accessing health care.
- Help people to understand the health care they need and how best to access it.

PRIORITY 4: Integrated community care

- Increase primary care services in the community.
- Simplify access to additional support.
- Integrate services around the person.
- Integrate our workforce to create outstanding, responsive care.

PRIORITY 5: A happy and valued workforce

- Value our people.
- Grow our people.
- Develop our people.
- Retain our people.

Our 'golden thread'

Running like a 'golden thread' through all of our priorities are three themes that are key to achieving them: integration, excellence and innovation.



Integration

- Deliver a seamless NHS that results in efficient and effective care for the benefit of the people of Lincolnshire.
- Recognise and acknowledge the challenges to integration, but ensure a 'can do' mindset to make it happen.
- Share information and remove the barrier so people only have to tell their story once.
- As well as integrating care pathways, workforce coordination and collaboration across every level of all organisations, and between organisations.
- Monitor success through outcomes, feedback on services and better use of resources.



Excellence

- Define what is right for Lincolnshire with the people of Lincolnshire.
- Include the people and communities of Lincolnshire as equal partners.
- Invest in local people and communities to support them to be able to advise what excellence looks like.
- Be an exemplar - build on what's strong – so others want to come and learn.
- Balance the best possible care with affordability – working within reality.
- Focus on everything we do – the way we care for people, the food we serve, the way we clean.
- Monitor success through outcomes and experience, service inclusivity and equity, staff satisfaction and pride.



Innovation

- Create the right conditions and invest in staff at all levels by giving them time and space.
- Invest in digital and data innovation to improve people's lives, improve the care they receive, and deliver better services.
- Look towards the uniqueness, geography and strengths of Lincolnshire and its people to drive innovation, and have the courage to be different.
- Monitor success through outcomes, staff feedback, awards and accreditation – share best practice between organisations.

Priority 1: A better relationship with the people of Lincolnshire

Why is this important?

Health and care services in Lincolnshire are under increasing pressure and people don't always receive quality care. Conversely staff can't always deliver the level of care they want to and as a result morale can be low. We need to tackle this together and evolve a better relationship and ways of working between the local NHS, its partners and the people of Lincolnshire.

The care we provide must have the needs of people at its heart, and it must be provided with kindness and compassion. We want to shift the conversation between healthcare professionals and people receiving care to one which focuses on people's strengths and what matters to them. This will give patients more choice and control and enable them to live their best and healthiest life.

We want to value and respect people's knowledge and expertise and enable families and carers to better understand how they can support and contribute in a culture of openness and honesty, humility and understanding.



Photograph: Russell Dossett

This is what we're doing to evolve this new relationship:

1. Creating 'Our Shared Agreement'.

Together we are:

- Building a shared view and agreement with the public about what the best wellbeing, care and health for Lincolnshire looks like, including sharing the impact of not adopting new ways of doing things, so people are able to take educated and informed decisions in their daily lives.
- Learning how staff across the NHS and its partners can successfully adopt new ways of working and supporting them to feel confident in being able to work in different way through learning and development and tailoring services, process and procedures.
- Demonstrating the impact this new relationship is having on staff and people by highlighting where it IS working well so we can build on strengths.

2. Making decisions together

Together we will:

- Help people to make informed decisions about the care or treatment they receive.
- Deliver care with the focus on what matters most to the person, and their family and carers, at the centre of it.
- Ask 'What matters to you?' on a routine basis and learn from work already being done in some services and communities.
- Help Lincolnshire people to feel confident about personalised care and shared decision-making which focuses on people's needs and make shared decision making a priority across the NHS, Lincolnshire County Council and voluntary, community and social enterprise organisations in Lincolnshire.

3. Develop and design services together

Together we will:

- Build stronger relationships with the public, volunteers and community groups and work alongside them to improve health and care services.
- Include all sectors of society including hard-to-reach groups and create safe and inclusive spaces to give everyone the confidence to contribute to discussions.
- Use our new relationship and way of working with the public as a framework for developing and designing services together, throughout our engagement and co-production approaches.
- Equip staff with the skills needed to enable collaborative working, and use our shared agreement to give people the freedom to **co-produce something fundamentally different.**

4. Work with people and their families to manage their own health and wellbeing

Together we will:

- Better understand how well patients can manage their own health, and support them to be more independent and make positive changes to their lifestyle.
- Introduce health and wellbeing coaches who can work with individuals to better manage their own care and achieve their health and wellbeing goals.
- Use care coordinators who will work with people and their carers to identify what is important to them and develop a single personalised care and support plan.
- Create groups of people with similar needs who can support each other and understand their recovery or look after themselves better.



How will this benefit people and the community?

People will have a say on healthcare in Lincolnshire and how it is delivered giving them greater control over their own health and wellbeing. They will be better supported to understand the options available and make informed decisions about their treatment and lifestyle choices. People will be connected to others with similar experiences as part of vibrant and thriving local communities. They will receive more personalised care from staff who have the time to really listen to them, their families and their carers.

How will this benefit clinicians and professionals working in the NHS in Lincolnshire?

Clinicians and professionals will have time to really understand and listen to what matters to people and their families or carers, and they will be able to adopt a person-centred, collaborative approach with people. They will develop new networks, discover different community resources, and embrace learning and development opportunities that support new ways of working to put the person first. They will feel safe, valued, supported and empowered by their organisation. The result will be less duplication of tasks, fewer health inequalities and unnecessary contact with health and care services for people.

How will this benefit staff working in the NHS in Lincolnshire?

Staff will have time to really understand and listen to what matters to people and their families or carers, and they will feel that their workplace is committed to making personalised care a reality. New networks and new partnerships will enable staff to adopt a flexible whole person approach that works across traditional boundaries. They will feel motivated, valued and understood in their job.



Priority 2: Living well and staying well

Why is this important?

Prevention is always better than cure – detecting and treating disease early will improve people’s health and reduce demand on the NHS throughout Lincolnshire, and, more importantly, it will mean longer, healthier lives for people in the county.

Some sectors of the population, such as those living in deprived neighbourhoods or ethnic minority communities, are more at risk of ill health than others, so we need to focus our efforts on reducing health inequalities in these groups for the benefit of everyone.

Preventable and manageable diseases are also increasing the pressure on health services in the county and too many people live with undetected and poorly managed conditions such as high blood pressure and cholesterol.

We understand that to prevent illness we need to work with wider agencies in areas such as housing, education and skills. We also know that we must work with people and their carers to understand what matters to them and what will enable them to live their best lives.

People have different needs at different points in their lives and our ambitions for this priority are related to each life stage. These are as follows:

1. Preconception, infancy and early years

Together we will:

- Provide high-quality midwifery and children’s services that support mums, babies and little ones to get the best start in life possible.
- Increase the number of babies and infants vaccinated and immunised against diseases, especially those from deprived groups or ethnic minority communities.
- Encourage more people planning a pregnancy to take folic acid supplements and stay fit and well before and after pregnancy.
- Reduce smoking during pregnancy and increase the number of smoke-free homes.
- Help parents and young families to stay active, eat well and look after their health.
- Support more mums to breastfeed and increase breastfeeding rates at six to eight weeks.
- Increase the number of people accessing mental health services, and support good relationships between parents and infants.

2. Childhood and adolescence

Together we will:

- Support young people with the services they need to keep them healthy and promote physical, mental and emotional wellbeing.
- Encourage more parents and guardians to vaccinate and immunise their children against disease – especially those in deprived groups or ethnic minority communities.
- Develop mental health support teams to support young people’s mental health and emotional wellbeing.
- Give children and young people with disabilities or long-term conditions the support they need to reach their potential and lead a full and independent life, including psychological support.
- Work with schools and colleges to encourage healthy habits, identify health needs early and provide access to support.
- Improve oral health especially in deprived groups.



Photograph: Electric Egg



Photograph: Electric Egg

3. Working age

Together we will:

- Work with people to understand their skills and knowledge and give them the confidence to look after their own health and wellbeing.
- Identify people who could benefit from NHS health check and screening programmes and encourage more people to take up the opportunity.
- Ensure regular physical health checks for people with severe mental illnesses and people with a learning disability.
- Increase access to NHS talking therapies for anxiety and depression and provide additional support by expanding local services such as peer support, mental health social prescribers and community connectors.
- Support more people to stop smoking and offer people in hospital who smoke, including pregnant women and high-risk mental health outpatients, NHS-funded tobacco dependency services.
- Support more people who need help achieving a healthy weight by increasing uptake of our integrated lifestyle service and the NHS Digital Weight Management programme.
- Improve support for people suffering from and at risk of Type 2 Diabetes to help reverse and stop the progression of the disease, for example through our NHS Diabetes Prevention programme.
- Reduce cardiovascular disease through early detection, better management of those known to be at high risk and encouraging people to manage their own health better.
- Better support people waiting for treatment for musculoskeletal (MSK) conditions such as back pain. Explore opportunities to improve their physical and mental health prior to any planned operations.
- Improve oral health, especially in deprived groups.

4. Ageing well

Together we will:

- Find out what matters to patients and their carers for better future care planning.
- Encourage more people to get vaccinated and immunised against disease, especially those in deprived groups.
- Improve oral health.
- Provide care focused on the individual for patients and carers living with cancer.
- Improve early diagnosis and detection rates for cardiovascular disease and cancer, particularly colorectal cancer.
- Improve brain health and prevent people from developing dementia by understanding risk factors such as smoking, high alcohol intake and hearing loss.
- Develop a Strength and Balance programme to prevent falls.



Photograph: Elliot Manches

How will this benefit people and the community?

People will live independently for longer, free from illness and disease. Those with long-term conditions will be supported to live the best life they can, and we will treat the person, not the condition. Detecting diseases, such as cancer, early on means we'll be able to slow down their progression, or in some cases even reverse them. Everyone will have equal access to excellent health and care services provided in a way that best suits them, particularly those from our most disadvantaged groups. All children will have the opportunity to reach their full potential and those with disabilities and long-term conditions will be able to lead a full and independent life. We will ensure our older population can live the life they want in older age, with the right support at home, in the community and through our services to stay well and manage health conditions proactively.

How will this benefit clinicians and professionals working in the NHS in Lincolnshire?

Preventing people from getting ill will be a high priority, and approaches to achieve this will be a key part of the person's journey, preventing or reducing the impact of illness and promoting healthy ageing. This will especially benefit those people at high risk of developing long-term physical and mental health conditions. Best practice and quality of care will be embedded in the person's journey.

How will this benefit staff working in the NHS in Lincolnshire?

Using innovative models of service delivery, we will ensure that one size does not fit all; our approach to intervention will be appropriate to meet the needs of the most at-risk members of the population. We will work with people from across our population who have used services and can best help shape how they should look and feel. We will support staff to work alongside people, patients and communities to ensure that self-care is part of their everyday life, improving their health and wellbeing and helping them to manage long-term conditions. Staff will have access to information and resources so they can support people effectively, and the workplace culture will give them the confidence to have honest conversations with people that put them first.

Priority 3: Improving access

Why is this important?

Making sure people receive the right care, at the right time and in the right place is key to delivering the best possible results for people. This is particularly important in a large rural county like Lincolnshire where people often have to travel long distances with limited access to public transport, which can be frustrating for people and also means clinicians have less time for clinical activity.

Different parts of the population need access to different services at different stages of their lives, and there should be no 'wrong door' for anyone seeking healthcare support. For example, people who experience sudden illness or injury need quick and easy access to support. However, people living with long-term health conditions, including mental illness, need ongoing access to a range of support from teams of health professionals who can work together to ensure continuity of care and avoid that person reaching crisis.

In recent years there have been numerous attempts to make it easier for people to get the help they need, such as the introduction of NHS 111 online. However, these have often made accessing the right services more complicated because there are so many points at which the public can access NHS services. We are taking these steps in line with the recommendations of the [Fuller Report](#) on integrating primary care in England.

What we'll do to improve access:

1. Develop services that align with the needs of the population

Together we will:

- Gain a better understanding of people's needs and how they currently access services, using data and intelligence about people's lifestyles and health needs.
- Promote the new Primary Care Networks which have been developing since 2019. Primary Care Networks bring together GP practices and other community health providers to deliver health services in the community.
- Focus on planned care rather than acute or emergency care, and reduce the time it takes for people to access planned care. Early intervention and prevention will reduce the chances of people going into crisis or developing more serious issues later on.



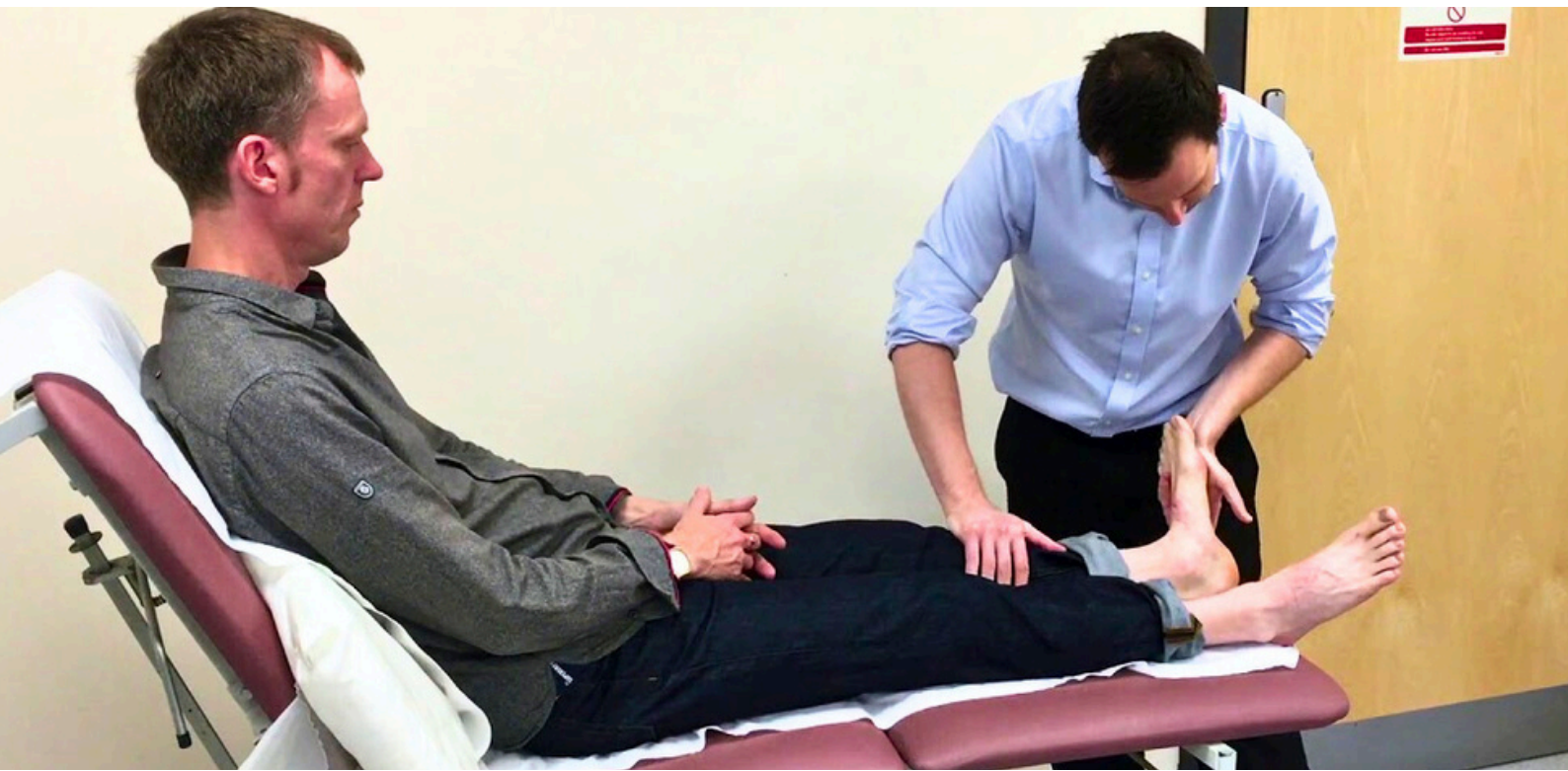
- Reduce health inequalities across the county, particularly when it comes to how people access health services. One size doesn't fit all, and some parts of our community need additional or different support.
- Work with people to understand, design and develop services, including how best to access these around what works best for people receiving and providing care.
- Improve access to all services, including planned, primary and mental health care, to reduce the demand on our emergency services.
- Support and improve access to dental services and pharmacists in Lincolnshire.

2. Develop teams with a range of skills and expertise

Together we will:

- Identify the professionals who can best meet the needs of the different population groups and support them to work together as a team, regardless of employing organisation.
- Share health records across providers to improve standards of care and avoid unnecessary delays and repetition.

- Make better use of technology to bring professionals together, such as virtual health clinics.
- Provide additional support where it is most needed to avoid inequalities in care.



3. Simplify the process for accessing health care

Together we will:

- Ensure people receive the right care, at the right time, in the right place.
- Understand and improve how people naturally access healthcare services and adapt the services to suit.
- Automate the system to reduce the need for patients to rebook or request another referral for existing conditions.
- Use digital technology for more than just virtual appointments – for instance, when booking or amending appointments or viewing your own patient records online.
- Provide more over-the-phone and online appointments so that they are available if people want to use them, and communicate the benefits better to increase people's confidence in virtual care.
- Develop community and home-based services to reduce the need to travel long distances. Our community diagnostic centres are a good example of places we can offer more locally.

4. Help people to understand the care they need and how to access it

Together we will:

- Recognise that people's needs are different at different stages of their lives, for example, students at university, parents of young children, people with acute conditions, or people with chronic and long-term conditions that need monitoring.
- Help the public to understand and have confidence in new ways of providing services. We recognise that how we communicate with the public is important, and we will use feedback to find better ways of guiding people to the right service.
- Provide the right information and support to people in the right way at the right time.
- Communicate better to let people know which services they should use and how to access them.



Photograph: Electric Egg



Photograph: Lincolnshire County Council

How will this benefit people and communities in Lincolnshire?

People will be able to access the care they need, when they need it and in the most appropriate setting, whether that be in the comfort of their own home or in the community, via telephone, online or in person. They will only have to share their story once and they will feel listened to. When someone needs specialist services, they will be treated in a timely way that ensures they get the best outcomes. People with complex needs (including mental illness) will have access to a range of professionals who will work together as one team, dedicated to achieving the best possible results for them. People will be properly supported to live fulfilled and independent lives, maximising their independence.

How will this benefit clinicians and professionals working in the NHS in Lincolnshire?

People will be able to see clinicians quickly, not because other services are not available but because the service the clinicians provide is the right one for them. Clinicians and other professionals will be part of a thriving and diverse workforce that will ensure that people can access care that puts them first. People will have clear, personalised care plans that can be accessed by all clinicians.

How will this benefit staff working in the NHS in Lincolnshire?

Staff will work in a safe, non-judgmental environment which values openness and honesty, and they will work together so people can access the right care at the right time. They will feel valued and well-trained, have opportunities to develop as professionals, and feel empowered to drive continuous improvement.

Priority 4: Delivering integrated community care

Why is this important?

NHS Lincolnshire delivers a vast range of services in the community, some unseen by the general population because they happen in a person's home or somewhere other than a GP surgery or usual building. While the providers involved do an excellent job, people tell us they often have to see lots of different people and the care they receive can be disjointed leading to duplication and even worse, gaps.

People have to tell their story multiple times and because of internal policies staff are unable to provide the right care at the right time, even when they have the skills and ability to do so.

Furthermore, people and their families don't know what to do when their symptoms worsen, or they can no longer complete everyday activities. This lack of understanding and fear of 'wasting people's time' often means that they only seek support when they have reached crisis point.

To complement the services provided by the community teams, people often have regular, scheduled appointments with a disease-specific specialist. However, these appointments don't always coincide with a change in symptoms, so people have to wait or go via their GP for help and risk becoming more unwell as a result.

A more person-centred approach would avoid delays in treatment and reduce the number of frail people or those with long-term conditions being admitted to hospital. Evidence shows that after a stay in hospital many people are unable to return home as they lose the ability to do daily tasks such as washing, and dressing.

We also know that the number of people living longer is set to increase which means the demand for urgent care will increase. If we don't update our current model of health and care, the pressure on our workforce and finances will be too great and we won't be able to cope.

What we'll do to provide integrated community care:

1. Increase the primary care services in the community

Together we will:

- Work with those who provide care in the community, such as GPs, pharmacists, community teams and voluntary groups, to understand local health needs and identify people at risk, for example, those living with mental health conditions, frailty or undiagnosed conditions such as heart failure.



Photograph: Elliot Manches

- Provide personalised care and support plans for people at risk, centred on what matters to them and involving relatives, carers and care workers etc. These will include a review of their medical history, diagnoses and medications as well as advice on health, wellbeing and prevention and who to call in an emergency.
- Consider individual needs and provide holistic support to help people access the right services at the right time for them.
- Connect people to activities, groups and services in their local community that provide practical, social and emotional support.
- Regularly review care plans and identify triggers that would prompt additional reassessments.

2. Simplify access to additional support

Together we will:

- Support clinicians and professionals caring for people (for example those who are frail or have a long-term condition) to come together to develop the best plans for peoples' care, whether this is at home or in hospital.
- Establish support teams who will work quickly and effectively to assess people and bring together the services and support needed to ensure a smooth transition into further care, regardless of where the person enters the health care system.
- Provide access to additional support seven days a week which will include expert advice from senior specialist clinicians.
- Encourage clinicians to work closely with the East Midlands Ambulance Service (EMAS) to support non-emergency calls, with the aim of preventing them from escalating.

3. Integrate services around the person

Together we will:

Establish a 'team around the person' approach to integrated community care services. This will include:

- Supporting independence at all stages of life with a focus on prevention as well as cure.
- Working with people, communities and the voluntary and community groups which play a vital role in promoting health and wellbeing locally as equal partners – enabling people to access the right care at the right time, and reducing the need for people to travel further afield.
- Coordinating care and improving joint working so people don't need to keep repeating their story.
- Putting people's wishes at the centre of care plans and providing access to disease-specific specialists as and when needed.
- Giving all professionals who provide care access to shared digital health records.

4. Integrate our workforce to create outstanding, responsive care

Together we will:

- Improve working relationships between health, social care and the third sector to focus on patient rather than organisational needs.
- Develop new roles to better support local communities' healthcare needs and create jobs for local people.
- Help staff to understand the importance of working with people on issues that matter to them, and give them the ability to do so.
- Establish integrated community care teams and improve access to, and awareness of, services available closer to home.



How will this benefit people and communities in Lincolnshire?

People will benefit from the skills and expertise of a range of professionals from the NHS, social care, primary care, voluntary and community sectors. They will work together as one team to support people in their homes and communities, reducing the need to travel long distances. People will only have to tell their story once and feel listened to and there will be no duplication of similar services or gaps in care. Specialist teams will work alongside GPs and community-based teams to create shared-care agreements which will give people access to the care they need when they need it. People will also have a personalised care plan, focused on prevention as well as cure, which all professionals will follow. People will be supported to age well, and risk factors such as increased frailty will be better managed and supported.

How will this benefit clinicians and professionals?

More people with frailty and long-term conditions will be safely cared for in their homes and have personalised care plans that can be shared and accessed by all clinicians. Working collaboratively as one team, regardless of organisational boundaries, will reduce the duplication of services and free up more time to care for people. All staff will have the skills and knowledge needed to support this new way of working.

How will this benefit NHS Lincolnshire staff?

Staff from across social care, primary care, community services, secondary care and the third sector will work together to develop a shared culture that encourages effective teamworking. This will enable them to take a more collaborative and flexible approach to care planning, focused on the needs of the person. They will be empowered to drive continuous improvement and feel valued. They will have the skills and knowledge needed for collaborative working, and access to digital care records and the relevant technologies that form the basis of community-based support.

Priority 5: A happy and valued workforce

Why is this important?

We truly appreciate our people and everything they do. We also appreciate the link between an engaged, happy workforce who feel valued and the quality and efficiency of the care they are able to deliver.

Having the right workforce in the right place at the right time allows our services to meet the healthcare needs of people locally. To continue to do this we need a constant flow of talented people from our communities into the organisations. We also need to provide good opportunities for training and development to encourage them to stay in Lincolnshire rather than move elsewhere.

To develop our workforce in Lincolnshire we will:

1. Value our people

- Create an environment that makes them feel safe and included so that they in turn can offer the best care to their patients.
- Ensure our people have the right equipment to deliver safe and effective care.
- Look after the mental, physical and financial wellbeing of all staff and enable them to look after their own wellbeing too.
- End bullying and harassment in the workplace.
- Improve and maintain high standards in recruitment to ensure NHS Lincolnshire is an inclusive employer.
- Support and encourage a just culture of fairness, openness and learning by making staff feel confident to speak up when things go wrong, rather than fearing blame.
- Seek accreditation where appropriate (e.g. menopause accreditation, armed forces, carers network) to demonstrate our commitment to staff.

2. Grow our people

- Attract and grow a sustainable workforce in Lincolnshire
- Continue to focus on recruiting more people in coastal areas through the Rural & Coastal Programme.
- Work together to promote careers in health and care alike, representing Lincolnshire as a great place to live and work.



- Manage staffing levels better, so we know where more people are needed within the service, and focus our recruitment efforts to suit.
- Work with young people, schools, community groups and potential employees to improve career opportunities in health and care in line with the Integrated Care Partnership Strategy.

3. Develop our people

- Make continuous learning the norm.
- Develop our workforce to deliver outstanding care in Lincolnshire.
- Promote the Lincolnshire Integrated Care System Centre of Excellence to create careers in health and care.
- Develop initiatives to identify our top talent and develop our leaders.
- Give staff the skills, knowledge and confidence to embrace technology and new ways of working in their day-to-day work.

4. Retain our people

- Promote the Lincolnshire health and care sector as an employer of choice.
- Continue to embed the People Promise elements through the Retention Exemplar programme, which focuses on encouraging people to remain as one of our team.
- Agree and publish the benefits for all staff working with us to encourage people to build long-term careers in the county.
- Offer flexible working opportunities to make us employers of choice.
- Explore new ways of meeting the development needs of specific professional staff groups to keep them in Lincolnshire.

How will this benefit people and communities in Lincolnshire?

A bigger workforce will mean people are more likely to have access to the care they need when they need it and in a location that suits them. They will no longer have to travel long distances as services will be delivered closer to home. People won't have to wait for support treatment owing to staff shortages.

How will this benefit patients and communities in Lincolnshire?

Our clinicians will be able to work flexibly to support their own needs and those of our services. Staff will have opportunities for career development and progress at every stage and will gain valuable experience from all health and care sectors. They will feel well supported and able to give their best when it comes to people's care.

How will this benefit staff working in the NHS in Lincolnshire?

Our staff will be safe and well and will feel able to speak up about all aspects of work and life. They will be working in an environment that promotes learning and supports their career aspirations. Staff will feel valued by leaders and managers and know they are important and appreciated.



How we will deliver this strategy

The success of our strategy will be measured on its delivery. Although it's ambitious we believe it's achievable and meaningful to local people, communities and staff.

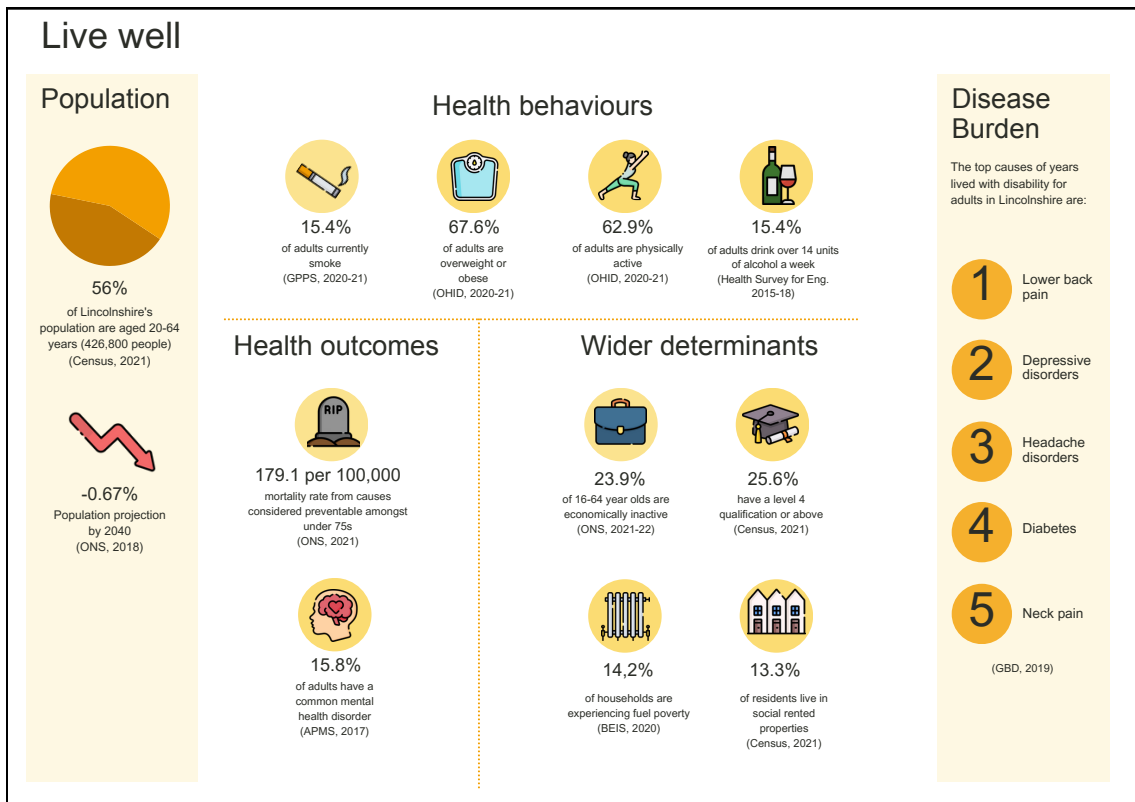
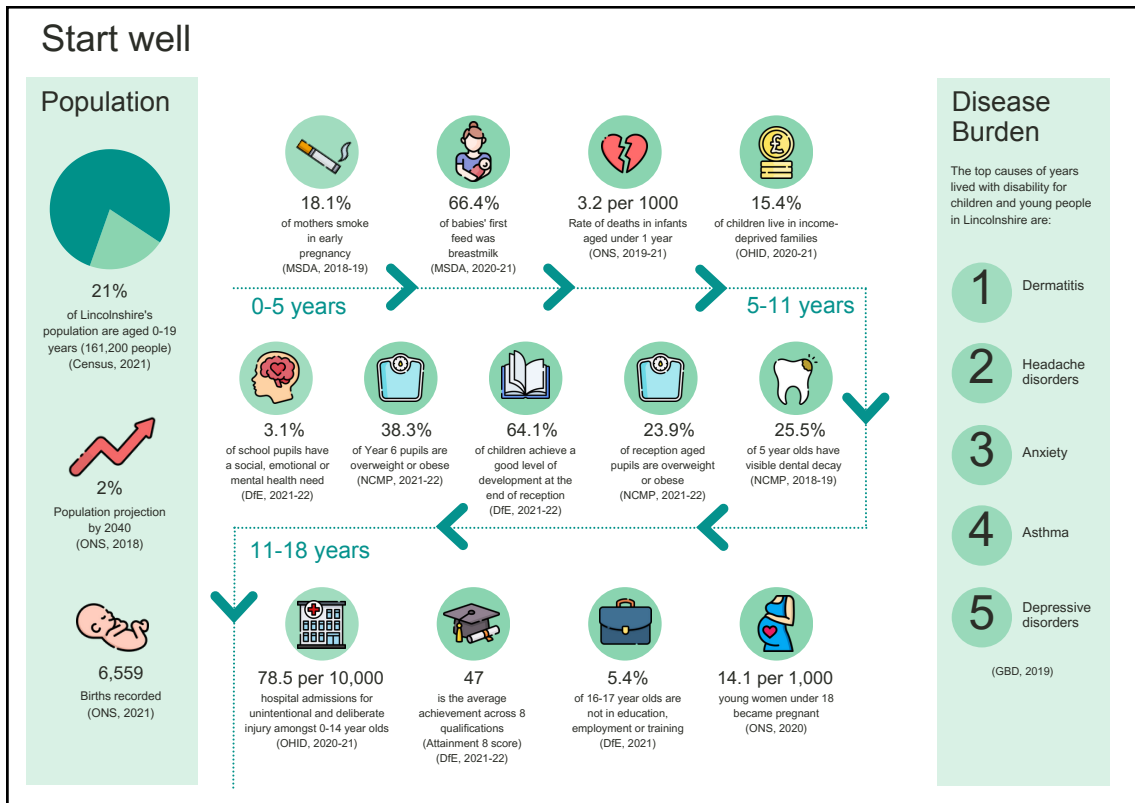
This strategy is a living document that will evolve through ongoing engagement and development with our staff, communities and partners, and in light of our changing NHS landscape. We see flexibility and agility as a key feature of how the NHS in Lincolnshire works and will ensure our strategy can respond to new and changing priorities and events.

For the NHS in Lincolnshire, this strategy will provide a framework for everything we do, thereby shaping our decisions and day-to-day actions. As highlighted at the start of this document, this strategy does not try to cover every single service provided by the NHS in Lincolnshire. The purpose of this strategy is to set out the priority areas Lincolnshire NHS and its partners will jointly focus on over the next five years. It will be embedded in all NHS organisations and supported by our shared governance arrangements.

Over the next six months, we will update and further develop our delivery plans in light of this strategy to achieve our priorities, doing this alongside our partners. Progress against the delivery plans will be reported, in the same format, to the Boards of all the NHS organisations in Lincolnshire as well as to the Primary Care Network Alliance and other key partners. We will clearly communicate the progress we are making against our priorities, and ensure both successes and challenges are shared and understood by the Lincolnshire NHS, its partners and the public.

Building on the engagement established through the process of developing this strategy we are committed to ongoing and open conversations with our staff and local communities to continuously test, shape and adapt our ideas to continue to coproduce this strategy. This will be essential to ensure the voices of the people of Lincolnshire continue to shape the future of the NHS in Lincolnshire.

Appendix 1 – Health needs assessment



Age well

Population

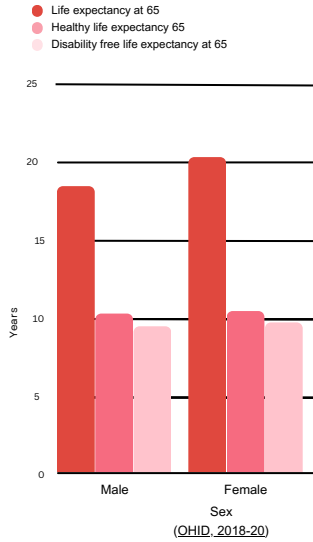


23% of Lincolnshire's population are aged 65 years or over (179,805 people) (Census, 2021)



40% Population projection by 2040 (ONS, 2018)

Life expectancy



19.1% of people are disabled under the Equality Act 2010 (Census, 2021)



3.2% of people provide 50+ hours of unpaid care (Census, 2021)



1,712 per 100,000 hospital admissions due to falls in people aged 65+ (HES, 2021-22)



46.2% of social care users, aged 65+, have as much social contact as they would like (ASCOE, 2021-22)



14.4% of those aged 66+ live alone (Census, 2021)



15.5% extra deaths from all causes occur in the winter (ONS, Aug 2019 - Jul 2020)



3.95% of patients aged 65+ have dementia (NHS Digital, 2020)



526 per 100,000 adults aged 65+ are permanently admitted to residential and nursing homes (ASCOE, 2021-22)

Disease Burden

The top causes of years lived with disability for children and young people in Lincolnshire are:






- 1 Lower back pain
- 2 Diabetes
- 3 Age related hearing loss
- 4 COPD
- 5 Osteoarthritis (GBD, 2019)

Appendix 2 – Lincolnshire Healthwatch key findings from survey, webinars and conversations

Survey – key findings













When it comes to the NHS over the next 5 years, which 5 of the following are most important to you? (Overall Top 5)

1,028 responses

	54% - Improving waiting times for routine services such as diagnostic tests or operations.
	54% - Improve waiting times for A&E.
	47% - Making it easier to get face-to-face GP appointments.
	43% - Making it easier to get appointments at GP practices.
	43% - Increasing the number of staff in the NHS.

Over the next 5 years, what should the NHS in Lincolnshire focus on?

948 comments

 Workforce (~24%)	 Primary Care Services (~17%)	 Waiting Times (~13%)	 Emergency Services / A&E (~8%)
 Community Care and Services (~8%)	 Integration / Leadership (~8%)	 Mental Health Services (~7%)	 Prevention (~5%)
 Health Inequalities (~5%)	 Social Care (~5%)	 Finances / Funding (~5%)	 Communication (~1%)

~% indicates approximately the percentage of comments which mentioned this key theme. Many of the key themes were interlinked.

Webinars and conversations – key findings

Feedback at webinars and during conversations with hundreds of people across Lincolnshire supported the findings from the survey:

Access and appointments

Access and appointments were considered to be an important focus across all NHS services, from Primary Care to diagnostics and hospital services.

Quality of Care

Quality of care, such as personalised care and being treated holistically and with care and compassion, was also a key theme.

Travel and transport

Travel and transport was also a key factor for many, including support for people having to travel long distances, particularly those in rural or deprived areas. And consideration of this when making appointments.

Appendix 3 – Overview of the three ICS strategies

