

21 February 2018

Dear Colleague

Update on Healthcare services in Morecambe Bay

As someone who takes a keen interest in the work we do, it is important to keep you up to date and highlight some of the challenges we are facing, as well as outlining our future plans and intentions.

You will remember in 2015, Better Care Together was created by clinicians, staff, patients and the public, to consider the health of the local population and the sustainability of local healthcare.

It's worth remembering we are doing well with some things, for example the quality, safety and leadership in our hospitals have been recognised nationally by the Care Quality Commission (CQC) as 'good' and standards of care have been rated as 'outstanding.'

Furthermore, many local General Practices are rated as 'good' and several are 'outstanding.' We also have 12 new integrated care communities (ICCs) combining health and care resources to ensure when people need support they receive the best possible joined-up care and we are focusing on bringing care closer to home.

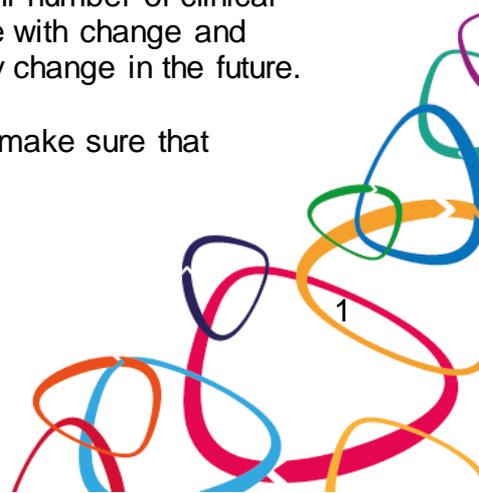
However, we have to recognise some things are not working so well. Whilst improvements have been made, it has not been at the pace or scale that was initially intended and the health system across the Bay is being challenged to make further savings to live within its budget.

In addition demand for health services continues to be high and we need to plan for the future health needs of our local population, address rising demand, and changes in technology and gaps in the workforce.

It will also not come as a surprise to learn our financial position has deteriorated as funding levels have got tighter. It is still costing us more to deliver local healthcare across Morecambe Bay than we receive. For every £1.00 the Morecambe Bay health system receives, we are spending £1.20.

We have no plans to close any of our hospitals or to reduce the overall number of clinical staff. They are a vital part of the health system, however to keep pace with change and demand, the services delivered in our hospitals and communities may change in the future.

We are reaching out to patients, public, and stakeholders like you, to make sure that everyone can have the services and care they need.



Given that we recognise some healthcare will have to be delivered in different ways than how we currently provide services, we are asking our community for their help.

We need to address the following challenges

Much NHS 'health money' is now spent on treating health conditions that need not happen. There are some key issues (outside of the NHS) that affect health e.g. living and working conditions. There are also factors such as unhealthy lifestyles and the way we look after ourselves which can lead to ill health.

Recruiting clinical staff is a challenge particularly in some specialties, such as within the hospital, in community services and in general practice. As such, we spend extra money on external agency staff and sometimes have to pay 'over the odds' for staff to provide a number of services.

For some people, being in hospital can lead to deterioration in health e.g. muscle wastage, sometimes 'the best bed is often your own bed' and some people's length of stay in a hospital bed here in Morecambe Bay is longer than the national average.

Of course we recognise there will always be people who do need to be in hospital, and people whose circumstances at home doesn't help with their recovery.

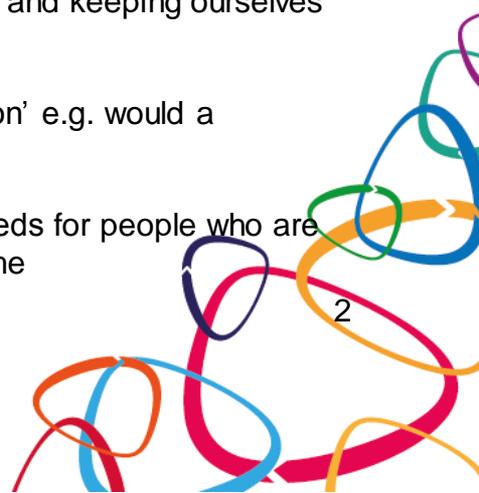
The demand on GPs, community nurses and all health and care services is rising. Pressures such as winter, lack of easy access to transport, poor living conditions, and a lack of immediate family support all cause problems. For those family and friend who are carers, looking after vulnerable people can cause pressure which in turn affects their own health.

Money is wasted by variations in prescribing, spending on running duplicate clinical and 'back office' services across many sites, as well as different buying processes.

Bay Health and Care Partners has a vision of better health

Whilst we understand we have a number of issues, we also have a clear vision of what we need to do to achieve our objectives and have identified a need to:-

- Reduce waste by joining up some non-clinical support services
- Develop care plans that stop long term conditions getting worse e.g. diabetes
- Encourage involvement in our own treatment for safe self-care and keeping ourselves healthier
- Getting care from the 'right person' rather than the 'usual person' e.g. would a specialist nurse be the right person rather than a GP?
- Intermediate care: medically staffed 'step up and step down' beds for people who are not ill enough to be in hospital but not well enough to be at home



- Better advice on the 'right' service to use
- Reducing the high costs of providing some services from multiple sites
- Highlighting the costs of NHS services for the people who do not use services appropriately e.g. not attending appointments
- Improving our contracting and purchasing agreements
- Using technology to deliver healthcare
- Achieving savings by consistent prescribing
- Continuing our active recruitment so that more people want to work in healthcare

We want to hear views on these and other ideas

We believe the right thing to do is to have an open and honest conversation with you, patients and public. Therefore, in association with Healthwatch, we are visiting nine locations in the 'Chatty Van' to give people the opportunity to provide us with feedback on these challenges and ideas for addressing them.

On the final page is a full plan of where the 'Chatty Van' will be and you would be most welcome to attend any of the sites and share your views. You can also get involved by completing a survey (on-line or on paper) which opens on 26 February, via social media or visiting our website and giving your feedback. If you would like more information please visit www.bettercaretogether.co.uk or telephone: 01524 518638

Our apologies for the length of this letter, we feel it's vital to keep you up to date with our engagement plans.

Finally, thank you for your continued support, we recognise your contribution and we look forward to maybe seeing you at one of our Chatty van locations or hearing your views online - your support is appreciated.

Yours sincerely,

Dame Jackie Daniel
Chief Executive, University Hospitals of
Morecambe Bay Foundation Trust

Andrew Bennett
Chief Officer, NHS Morecambe Bay
Clinical Commissioning Group



Chatty Van – Dates and location

Date	Day	Place	Address	Time
26/02	Monday	Lancaster	Sainsbury's Car Park, Cable St, Lancaster LA1 1HH	9am – 4pm
01/03	Thursday	Morecambe	The Festival Market, Marine Road Central, Morecambe, LA4 4DW	9am-4pm
02/03	Friday	Carnforth	Carnforth Cenotaph, 3 Ashtrees Way, Carnforth, LA5 9BQ	9am-4pm
06/03	Tuesday	Millom	Tesco, Lancashire Rd, Millom LA18 4BX	10am-4pm
07/03	Wednesday	Barrow	Tesco, Cornerhouse Park and, Hindpool Road, Barrow in Furness, LA14 2NE	10am-4pm
08/03	Thursday	Kirkby Lonsdale	Kirkby Lonsdale Market , Market Square, Kirkby Lonsdale, LA6 2AN	9am-12pm
08/03	Thursday	Ulverston	Booths, Oubas Hill, Canal Street, Ulverston, LA12 7LY	1pm-4pm
09/03	Friday	Milnthorpe	Milnthorpe Market, The Square, Milnthorpe, LA7 7QJ	9am-12pm
09/03	Friday	Kendal	Morrisons at Kendal Queen Katherines Ave, Kendal LA9 6DU	1pm-4pm