Guide to One Gloucestershire Integrated Care System (ICS)

Working better together
for you and your family

Find out more and have your say

@One_Glos
www.onegloucestershire.net
Working better together for you and your family

“We want to build the relationships needed to deliver better health and care across Gloucestershire so we can support people and communities to improve their lives alongside them.”

Healthy, active communities and joined up care

Wherever you live, our aim is to work with you and your communities, helping to keep you, your family and friends well and provide the right care as close to home as possible, when needed.

Every day, thousands of people across the county benefit from high quality support and services from a wide range of NHS, care and voluntary organisations. This includes promoting better health and wellbeing and supporting recovery from illness or injury in people’s homes, GP surgeries, communities and hospitals.

Despite the great strides we have made, we know that the support and care provided is not always as joined up as it could be. This can sometimes lead to people experiencing delays or feeling like they are ‘stuck’ in the system.

We know that we have some big health challenges to tackle. Since the pandemic,
there are increasing numbers of people experiencing mental ill health; there are longer waiting times for planned care and there is pressure on GP, community and urgent and emergency care services.

We have been through so much together during our shared experience of COVID-19. We shared the challenge, now we want to build on what we have learned together.

**The One Gloucestershire Story**

We believe that working better together is how we will address these challenges.

In 2018, ‘One Gloucestershire’ was created - a voluntary partnership (known as an Integrated Care System or ICS) between local NHS, care and community organisations.

Over the last three years, health and care teams have been working with local councils, community and voluntary organisations, carers and local people to place an even greater emphasis on improving health and wellbeing and joining up care.

In the pages that follow you can find examples of what we have already achieved together. You can also watch related videos and read features at: [www.onegloucestershire.net](http://www.onegloucestershire.net)

This is just the start of our story as on 1 July 2022, One Gloucestershire ICS will be legally established.*

As part of this, there will be an NHS Integrated Care Board (ICB - known as ‘NHS Gloucestershire’). People working in all parts of the local NHS and public representatives will be part of the ICB.

Together they will be responsible for overseeing the day-to-day running of the NHS locally, commissioning (buying) services and developing a plan to meet the health needs of the population.

NHS Gloucestershire will work hand in glove with an Integrated Care Partnership (ICP – known as the ‘One Gloucestershire Health and Wellbeing Partnership’) bringing together health, social care, public health and other public, voluntary and community sector partners.

Healthwatch Gloucestershire will be members of this partnership, ensuring the views of people and communities are heard, listened to and acted upon. The ICP will be responsible for agreeing a wider plan (an integrated care strategy) for improving health and joining up care for people in Gloucestershire now and into the future.

District level partnerships (known as Integrated Locality Partnerships – ILPs) and Primary Care Networks (groups of GP surgeries working with community services and organisations in a local area) will continue to have a vital role in meeting local health priorities.

We will have greater opportunities to work as one and we will have greater control over our resources, meaning that we can work even more closely with local people to plan and offer support and services that are tailor-made for the communities of Gloucestershire.

Whilst you won’t see any changes overnight, we are confident that, over time, these changes will bring long term improvements to the health and wellbeing of all people across Gloucestershire’s diverse communities, regardless of where they live or their social, economic or environmental circumstances.

We are placing a huge emphasis on involving people and communities, starting now. When you have read through this guide, we would like to hear about your ideas and aspirations – tell us what matters to you and how you want to Get Involved in Gloucestershire. We have included some questions in this guide as a starter for ten!

We hope you find this guide useful.

**With very best wishes,**

*Subject to legislation passing through Parliament*
The COVID-19 pandemic and the challenges for our services

Health and care services are facing some of their biggest challenges in living memory and the on-going COVID-19 pandemic has played a big part in that.

Every part of the One Gloucestershire health and care family - primary care, community and mental health services, hospital services and emergency care - is facing increased pressure, treating, caring and supporting more people than ever before.

Whilst this has placed huge pressure on front-line teams, it has also led to great innovation.

Teams have embraced new technologies faster, and adapted to provide support and care in different ways to meet the needs of local people. This represents an incredible achievement and will have a lasting impact.

Alongside face to face appointments, GP surgeries, community and hospital services have increased the number of online and telephone consultations giving people digital access to care where it suits their needs and lifestyle.

Our COVID-19 Virtual Wards are using remote technology to support people to recover from the virus in their own home and identify people who may need hospital care.

We are also providing reassurance and support to people through their recovery from the virus. The Post-COVID Syndrome Assessment Service brings together skilled healthcare professionals to help with both the physical and psychological symptoms some people experience over the longer term.

Our Primary Care Network led COVID-19 community vaccination programme has meant that Gloucestershire’s residents received vaccines quickly and locally - well over one million doses so far. This has highlighted the power of partnership working at a ‘Place’ level.

We are now working hard to reduce waiting times for planned care (see below) and have ambitious plans to increase access to diagnostic services in more places so people can get vital tests and scans more quickly.

The impact on mental health and wellbeing

We know that as a result of the pandemic, more people in our communities are facing challenges with their mental health and wellbeing and are seeking advice and support.

Our One Gloucestershire partnership is investing in mental health services to help people of all ages and you can read more about this in section 3.

At a glance

One Gloucestershire ICS will:

- continue to provide the COVID-19 Virtual Ward and Post-COVID Syndrome Assessment Services and develop other community services e.g. antiviral treatment for people ‘at risk’
- stand ready to provide COVID-19 vaccinations and boosters into the future
- prioritise waiting times for planned care - including running extra clinics and operations at the weekends and into the evening, recruiting more staff and developing new roles
- improve communications with people waiting for treatment e.g. through a new information hub at Gloucestershire hospitals
- make it easier for people to access diagnostic services in the community when they need them
- increase mental health support for children, young people and adults.
Supporting people with the long-term effects of COVID-19

The Post-COVID Syndrome Assessment Service, led by Gloucestershire Health and Care NHS Foundation Trust, has seen around 200 people, supporting those affected by on-going COVID-19 symptoms, often referred to as Long COVID.

Helping people to recover from COVID-19 at home

More than 4,500 COVID-19 patients in Gloucestershire have been supported to stay at home safely with the Virtual Ward service, using remote monitoring to identify those who might need to go into hospital for additional care.

Supporting people to feel less isolated at The Cavern

There have been more than 6,000 visits to the ‘Support at the Cavern’ drop-in service at The Cavern this year, a place where people can benefit from non-clinical mental health support, company and a listening ear, every evening from 6pm-11pm, 365 days a year.

Reassuring people waiting for treatment

People waiting a long time for planned operations as a result of the COVID-19 pandemic are being contacted by the team in a newly established Information Hub at Gloucestershire Hospitals NHS Foundation Trust. The team are also on hand to receive calls from patients directly to reassure them they are still on the waiting list and will be treated as soon as possible.

*Figures accurate as of December 2021*
Developing care and transforming services

We want it to be as easy as possible for people to access the services they need. To achieve this, we will continue to extend the range of care and support in people’s own homes, pharmacies, GP surgeries, communities and hospitals.

Groups of GP practices are already working together with community services and organisations in ‘Primary Care Networks’ to offer more joined up care and support close to where people live.

Clinical pharmacists, mental health staff, physiotherapists, paramedics and other care professionals are now working within, or alongside, GP practices.

This means that people can see the person with the most appropriate skills and expertise to meet their needs; freeing up GP and nurse time for more urgent appointments.

We continue to develop an extensive range of community eye services in high street opticians, meaning that fewer people have to travel to hospital for treatment of common conditions.

We are expanding care in people’s homes too. Through joined up (integrated) health and care teams, including the complex care at home service, we’re supporting people with a range of illnesses and reducing the need for hospital stays.

We will continue to champion technology and expand ‘advice and guidance’ services. For example, by using telephone and digital solutions, local GPs can now send images and receive expert specialist opinion quickly from hospital consultants.

Where it works for people, telephone and online consultations are reducing the need to travel to GP, community or hospital appointments.

These alternatives to face-to-face appointments are not a solution for everyone; but with our friends in the voluntary sector we are looking at ways to increase digital inclusion across the county - for instance through the Digi Bus.

In hospital services, this greater use of technology and development of innovative ‘one stop shop’ services means that fewer ‘in person’ outpatient appointments will be needed in the future.

In cancer care, we are working to ensure patients are diagnosed or given the all clear as quickly as possible by referring people ‘straight to test’ where appropriate, meaning that clinical teams will have test results when they see you for the first time.

Transforming hospital care

Our ambition is to always provide specialist hospital care that is comparable to the best in England and offers the best treatment outcomes for people and their families.

We are listening to, and acting on, the experience and aspirations of local people and communities.

Through our ‘Fit for the Future’ programme, our staff worked alongside people and communities to shape the future of some specialist hospital services in the county at Cheltenham General Hospital and Gloucestershire Royal Hospital.

Our ‘centres of excellence’ approach brings specialist services, staff and facilities together on one site to improve care.
Fit for the Future has informed plans for a £101m capital investment to develop the hospital sites and support outstanding care.

The money will ensure services are delivered in modern buildings with access to cutting edge equipment and digital technologies.

The Oncology Centre in Cheltenham, which has a renowned reputation locally, regionally and nationally for cancer care, shows how centres of excellence can make such a difference to people’s lives.

Our network of community hospitals continue to provide inpatient and outpatient facilities, as well as specialist care and treatment such as stroke rehabilitation at the Vale Community Hospital, in Dursley.

Through continued investment, and dedicated and skilful clinicians, our community hospitals are constantly evolving to meet the changing needs of the people we serve.

We have recently submitted a planning application for a new community hospital in the Forest of Dean. At Stroud General Hospital, a major refurbishment will ensure it remains a vital place for healthcare for years to come.

Joining up your information to support care and reduce duplication

The COVID-19 pandemic has introduced us all to greater use of technology than ever before in health and care and we are determined to harness its potential to improve and join up care.

This will allow us to support people at home where possible and provide more efficient, convenient and accessible services. We will do this by providing better self-care information online, through ‘remote monitoring’ to support people in managing their conditions from home and by offering more online consultations.

We are working to make the most of technology to ensure that doctors, nurses and other healthcare professionals can securely and instantly access your medical information to provide the very best care - whether in the GP surgery, in community services or in hospital.

We have further developed the Joining Up Your Information (JUYI) shared records system - this is reducing the need for people to tell their story.
multiple times, supports timely care 24 hours a day, 7 days a week and benefits people with both physical and mental health needs.

**Reducing health inequalities**

We want to work together to improve the health and wellbeing of all people across Gloucestershire’s diverse communities, regardless of where they live or their social, economic or environmental circumstances.

Currently in Gloucestershire, the difference in life expectancy between our least and most deprived areas of the county is 8.7 years for men and 6.5 years for women.

We want to prevent avoidable illness and the burden of disease falling unfairly on some groups more than others. So, alongside our partners, we are exploring and introducing different approaches to help overcome these inequalities.

A good example of this is our Vaccine Equity Group, who have been talking with and listening to local people to build confidence in, and improve access to, COVID-19 vaccinations.

Our vaccination teams have held ‘pop-up’ clinics in places like mosques, local community cafes and other locations where people feel comfortable.

As well as listening, we will also use information (data) to understand the current health and care needs of people and communities and predict what people will need in the future; this is called Population Health Management (PHM).

It will help us address priorities at a local level, provide early support to those most at risk, tailor better care and support for individuals and make better use of public resources.

As well as being able to access good quality services, we know that things like housing, community safety, employment, education and the environment have a significant impact on our overall health; so do some of the choices we make such as smoking or our eating habits.

Connecting health and care services with programmes that support education and skills, welfare and benefits, leisure, housing and community safety will help us consider the many factors that influence ‘good health’.

Examples ‘on the ground’ include improving living conditions through installing home insulation and supporting people to make healthier food choices through The Pantry (see case study).

Supported by The King’s Fund and the National Lottery Community Foundation, we want to transform the way communities, voluntary organisations, the NHS and local authorities work together.

**Engaging communities to inform the future**

NHS Gloucestershire and the One Gloucestershire Health and Wellbeing Partnership will be involving people, including carers, and communities more than ever before as key partners in improving health and co-creating health and care services.

Through representation on groups looking at improvements in care, involving communities through our primary care networks, district (locality) partnerships, citizens’ panel surveys and through our [Get Involved in Gloucestershire](#) online platform, we will ensure the voices of our diverse communities are heard.

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**At a glance**

**One Gloucestershire ICS will:**

- increase the range of staff with specialist health and care training and skills working in, or alongside, local GP surgeries
- embrace technology and new ways of working in community and hospital services, reducing the need for people to travel multiple times to outpatient appointments
- invest in new buildings and equipment so people can access care in the best possible environment, get the best health outcomes and staff benefit from working in great facilities
- work in partnership with local people and communities to understand their health and care needs and improve the lives of people who currently have the worst health outcomes
- Put the involvement of local people and communities at the cornerstone of our approach to improving health and developing services and support.
Supporting positive cultural and creative change in Gloucester City

Culture Matson is a collection of several organisations trying to bring positive cultural and creative change in Matson, Robinswood & White City. This year they received a small grant from the ICS to support projects which connect people within the community and support health and wellbeing.

Making a difference through social prescribing

On average, 75 people each week access a healthy alternative to the standard food parcel from The Community Pantry in Cheltenham, empowering them to make healthier eating choices as part of the Community Wellbeing Service.

Improving early diagnosis of cancer

In urology, the team at Gloucestershire Hospitals NHS Foundation Trust are making sure patients can go straight for a diagnostic test. Since August 2020, over 1,000 men have attended a telephone appointment with a clinical nurse specialist before rapidly accessing an MRI scan.

Developing specialist hospital services

Gloucestershire Hospitals NHS Foundation Trust are investing £13.5m over the next two years to develop Image Guided Interventional Surgery (IGIS) services (including interventional radiology, interventional cardiology (heart) and vascular (arteries) surgery).

Embracing new ways of working in GP practices

Paramedics are working with GP practices in Tewkesbury to carry out home visits in the community. This is saving GPs around 200 visits a month, freeing them up to spend time with patients who have more complex needs.

*Figures accurate as of December 2021
Making Gloucestershire a better place for the future

Our vision for Gloucestershire is to provide the skills and support to make it a place where everyone gets a good start in life, can live well with good education and employment opportunities and stay well for as long as possible.

We will continue to look at ways to make the most of the Gloucestershire pound by ‘pooling’ our resources wherever possible to meet shared health, wellbeing and community priorities.

Supporting people in the early years

With one in ten women experiencing mental ill health during their pregnancy, and in the first year of motherhood, we want to provide high quality mental health support for women and their families through pregnancy and beyond.

We will develop the maternal mental health service in Gloucestershire which offers specialist support for women and their partners - we have already funded community groups such as Invisible Thread, Marvellous Mums and Dad Matters.

Our vision is for children and young people in Gloucestershire to build confidence and thrive and mature into confident and strong individuals.

We will ensure that children can access support with their emotional wellbeing - we already have schemes such as The Daily Mile and Play Nurture Plus in Gloucestershire that are helping young people to develop healthier lifestyles and build resilience.

We will develop our mental health teams in primary, secondary and special schools to offer early support, reduce the chances of problems growing and identify children who need more specialist care.

Working with organisations including TIC+ and Young Gloucestershire, we will expand face-to-face, online and telephone support for young people who may be worried about their mental health.

Living well as adults

One Gloucestershire partners will continue to work together to support economic recovery and increase employment opportunities for young people, including in the health and care sector.

We will help people to take more control of their own health, recognise the benefits of good health and together develop active communities.
As people get to working age, we will support them to stay well, prevent or delay illnesses developing and live longer, healthier lives. This means providing help with things like stopping smoking, reducing alcohol levels and maintaining a healthy weight.

We’re also working as partners across the NHS, county and district councils and the voluntary and community sector to support active lifestyles. Through the ‘We Can Move’ programme, we aim to make physical activity ‘the norm’ and get 30,000 inactive people moving more.

When people do develop long term health conditions, we will aim to diagnose them early and support them to manage their conditions well. For example, help for people to manage their type 2 diabetes, heart or lung conditions.

Using a health coaching approach, we will continue to train staff to have better conversations with people who are living with long term health conditions, helping them to identify goals and change their habits to take more personal control of their health.

Increasingly, we want people to have access to non-medical support to help them live well with their long term conditions e.g. through Creative Health initiatives. GPs are already prescribing things like singing groups for adults with respiratory illnesses or mixed media arts for people with persistent pain.

More people will be referred, or refer themselves to the Community Wellbeing Service for support with wider social needs such as loneliness or ‘low level’ mental health issues. ‘Social prescribing,’ links people to a range of community groups and services for practical and emotional support.

We want to make sure that people who need mental health support as adults can access help where and when they need it.

Primary Care Networks will support people with mental ill health to live and stay well in their own communities.

When people attend hospital with mental health issues such as self-harm, suicidal thoughts, delirium or psychosis, our psychiatric liaison service will ensure that people are assessed as quickly as possible and work with partners to ensure ongoing support is in place.

Ageing Well

We want to develop our ‘Population Health Management’ (PHM) approach to identify and help people at greatest need. For example, older people who may be at risk of falls are now being offered earlier support with things like strength and balance classes or reviews of the medicines they are taking.

Our teams will help people to maintain their physical and mental wellbeing in older age, supporting them to manage conditions, like dementia and frailty, and remain independent at home for longer, for example through the Complex Care at Home service.

Early diagnosis, improving understanding and working together to support people with dementia will be key priorities for Gloucestershire. This can make a huge difference; giving people and their families the best chance to prepare and plan for the future and remain independent in their own home for as long as possible.

We will continue to expand the range of support available to people reaching the end of their lives to ensure that wherever possible people have a dignified death in the place of their choosing.

At a glance

One Gloucestershire ICS will:

- continue to support mums, dads and families with their mental health
- support people to get a good start in life through support and schemes to build confidence and resilience in schools and the community
- make it as easy as possible for children and young people to access the right support with their mental wellbeing as early as possible
- help people and communities to stay active
- provide early advice and support to help people live well with long-term health conditions and avoid or delay more severe symptoms
- help people to maintain health and independence for as long as possible into older age and support them at the end of their lives.
A low-calorie diet programme is supporting people with type 2 diabetes to lose weight and control their condition. More than 150 people have taken part so far, with an average weight loss of 13.2% after six months.
Emotional and practical support for young people leaving care

In the last year, more than 150 young people have received emotional and practical support (e.g. with things like housing and budgeting) from Young Gloucestershire when they leave care.

Providing better care to pregnant women and their families

In maternity services, three community teams are already in place to ensure women who have the greatest needs are cared for by very small teams of midwives to improve outcomes for them and their babies.

Supporting vulnerable people to maintain independence

Vulnerable people are getting extra support to stay well and remain independent at home thanks to multi-disciplinary teams of nurses, physiotherapists and wellbeing co-ordinators.

The South Cotswold Frailty Service has supported around 600 people over the last year. In Gloucester, Cheltenham and the Forest of Dean, the Complex Care at Home Service has seen over 900 people.

Timely assessment for people with mental health problems in hospital

The Psychiatric Liaison Team has supported more than 2,800 people in the county’s two Accident and Emergency Departments and hospitals across the county over the last year. This could be for things like alcohol dependency, self-harm and severe mental health problems and includes specialist older age and paediatric services.

*Figures accurate as of December 2021*
Get Involved in Gloucestershire

With the development of the Integrated Care System we want to make sure anyone and everyone can easily find out how to influence the way in which health and care is provided and can get the advice or support they need to improve health and wellbeing. People and communities are an important part of the One Gloucestershire ICS.

Get Involved in Gloucestershire is an online participation space where you can share your views, experiences and ideas. Your input will help inform and influence the decisions local health and care organisations make. Why not become part of the Get Involved in Gloucestershire online community and tell us what matters to you at https://getinvolved.glos.nhs.uk/

As a starter for ten and to support the development of our priorities, you can participate in an online survey or join an online discussion group. We would particularly like to know:

1. How would you like to be involved?
2. Are there areas or issues you would like us to consider as we develop a new strategy for the ICS this year?
3. What are the top three things you think we could do to improve health and wellbeing in our county?

You can also email your views to us at: glccg.gig@nhs.net

Or write to: FREEPOST RRRY-KSGT-AGBR, Get Involved in Gloucestershire, Sanger House, 5220 Valiant Court, Gloucester Business Park, Gloucester, GL3 4FE
To discuss receiving this information in large print or Braille please ring: **0800 0151 548**

To discuss receiving this information in other formats please contact:

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