

Shrewsbury Health and Wellbeing Hub: **Case for change summary**



Introduction

This document summarises the case for change for the proposed development of the new Shrewsbury Health and Wellbeing Hub for the south of the town. It outlines the issues currently faced by general practice and the wider NHS, as well as the ambitions of the Integrated Care System (ICS) for Shropshire, Telford and Wrekin. It explains why things need to change for the benefit of our patients and communities.

Shropshire was selected as one of six pilot areas in England to develop and deliver a new health and wellbeing hub, also known as a 'Cavell Centre'. The local Clinical Commissioning Group (CCG) selected the southern part of Shrewsbury for the location of this pilot project.

The six GP practices involved in the project are:

- Beeches Medical Practice
- Belvidere Medical Practice
- Claremont Bank Surgery
- Marden Medical Practice
- Marysville Medical Practice
- South Hermitage Surgery



The practices' premises are in varying conditions, but in the main they are either no longer fit to deliver modern healthcare services and/or there is insufficient space to meet future demand, with no option to extend outwards or upwards.

The Shrewsbury Health and Wellbeing Hub would involve the co-location of GP practices alongside other health, social care, voluntary and community services in a state-of-the-art building located in the southern area of the town.

Why things need to change

General practice is changing

General practice is the 'front door of the NHS' – the first contact in the healthcare system for most patients.

But GP patient lists are growing - an average of **2,461** in 1948, but closer to **9,000** today. People's life expectancy is also increasing, which brings more long-term conditions such as diabetes, obesity and musculoskeletal diseases.

Treatment has progressed from single physical 'care and repair' appointments to a greater focus on mental health, preventative care, and managing long-term conditions.

Redesigning primary care and community care will be key to creating a high-quality, safe and sustainable healthcare system that addresses the challenges facing primary care.

Patients value the services of their GP practices and rely on good access and high standards of care. We want general practice to continue as the bedrock of the NHS, but allow for more flexibility of the workforce to deliver continuity and improved access for patients - particularly those with complex health needs.

Health and wellbeing needs in Shrewsbury

The 2011 Census showed that 13.3% of Shrewsbury residents aged 16-64 were out of work due to long-term sickness or disability – higher than the Shropshire average (11.1%).

Bringing a small number of practices together will help improve levels of access, provide proactive and coordinated care, enable multidisciplinary team working and innovative approaches.

Issues affecting the whole NHS

Local healthcare organisations are not alone in the challenges they face...

- **Financial and operational pressure:** We must plan with the resources that we know we have access to, to meet the medical needs of our patients. If action is not taken now, more difficult challenges will be faced in the future
- **Need to take decisive action now:** NHS performance is significantly challenged and isn't likely to change soon. There is no real option to delay decisions. Support children, adults of working age and older people, to live in good physical and mental health for as long as possible throughout their lives, by providing a greater emphasis on prevention and self-care
- **Rising demand:** With the increasing pressures in primary and secondary care, targets for planned care are not being met and the number of available beds in the NHS continues to fall. The strains on capacity will only get worse unless we focus on delivering care in the right place, at the right time.
- **Recruitment and retention:** It is a priority to retain our hard-working, dedicated clinical and support staff. We need to offer attractive conditions so we can recruit in the future.
- **Need to collaborate:** ICSs are a new opportunity to work together to deliver better health and care services. Thinking differently about how services work together will be vital to finding new solutions to the challenges we face.

The case for change for general practice, as well as the wider NHS, is compelling.

If we do not change the way in which 'front door' services are provided, we will not deliver our ambitions for patients as set out in the NHS Long Term Plan (LTP).

Published in 2019, the LTP sets out an ambition to make the NHS fit for the future, making sure everyone gets the best start in life, delivering world-class care for major health problems and supporting people to age well.

It looks to do this by:

- **doing things differently.**
- **preventing illness and tackling health inequalities.**
- **backing our workforce.**
- **making the best use of digital technology.**
- **getting the most out of taxpayers' investment in the NHS.**

The benefits of co-locating general practice services

Our plans are part of the pilot programme to develop NHS Cavell Centres – community-based health and wellbeing buildings offering a range of joined-up health and social care services.

- The new hub would **bring the six local GP practices together** alongside other health, social care, voluntary and community services
- Services will be **matched to the needs of local people**, and be a welcome investment in this part of Shrewsbury with pockets of deprivation and a growing population
- Additional facilities will increase the number of **services provided in local community settings**, in line with the NHS Long Term Plan (2019)
- The **state-of-the-art building** will enable us to provide high-quality, modern healthcare facilities which are **flexible and future-proof to meet changing needs**
- **A similar model of care** has worked well for older people in London – improving quality of care, increasing the number of appointments, reducing unnecessary referrals, and providing better continuity of care.



Shropshire, Telford and Wrekin Integrated Care System (ICS)

From July 2022, the Shropshire, Telford and Wrekin Integrated Care System (ICS) will become a statutory body. ICSs will be made up of health and care commissioners and providers, with two key bodies:

- An NHS Integrated Care Board (ICB) – the statutory body which will take on the planning functions and budgets currently held by the Clinical Commissioning Group (CCG).
- An Integrated Care Partnership (ICP) – the statutory committee of the ICS, that brings together the NHS and local authorities as equal partners to focus more widely on health, public health and social care.

The ICS sets out ambitious plans to encourage health and care organisations to work more closely together to improve outcomes, care for local people and reduce pressure on services. It also aims to transform ways in which new technology can be harnessed, how gaps in the workforce can be filled and financial resources better spent.

The aims of the proposed Shrewsbury Health and Wellbeing Hub align to the pledges set out by the Shropshire, Telford and Wrekin ICS:

- **Improving safety and quality:** Making sure our services are clinically safe and tackling the backlog of elective procedures
- **Integrating services within the community:** Developing local health and care hubs to improve both the physical and mental health of people, better manage the volume of hospital admissions, and establish new models of care to best serve all our communities
- **Tackling the problems of ill-health, health inequalities and access to health care**
- **Economic regeneration:** To contribute to innovation, productivity and good quality work opportunities. In turn, this will create economic prospects that will help improve the health and wellbeing of our population
- **Workforce:** Making our system a great place to work – where people choose to live, work and thrive.

Conclusion

Services have changed beyond recognition since the start of the NHS and we need to place a greater emphasis on mental health, preventative care and managing the long-term conditions of an ageing population. We know that parts of south Shrewsbury are deprived, therefore there is a need to improve and invest in local health and social care facilities.

To make this necessary improvement, we need to work effectively and collaboratively with our health, social care, voluntary and community sector partners across Shropshire, Telford and Wrekin. We need to offer different services under one roof and to think differently about how they can be transformed and improved.

Growing patient lists, life-expectancy rates and secondary care pressures mean that general practice needs to be able to adapt and modernise to meet current and future demand. Many GP buildings, not just in Shrewsbury but across the whole of the UK, are largely unable to diversify. Many are not fit for purpose and are a heavy burden on taxpayers' money.

The proposal for a health and wellbeing hub in Shrewsbury is primarily aimed to alleviate the pressures we are currently facing in general practice but also in secondary care, as well as to place the onus on the needs of services being available within a local community that would benefit from national investment.

Modern, high-quality GP services in Shrewsbury would provide a more holistic approach to health and wellbeing in a state-of-the-art building. It would also help to support retention and recruitment of our skilled health professionals who would be working in an active and dynamic environment.

As we know, the NHS's financial performance is significantly challenged. If action is not taken now the NHS will face greater difficulties in the future. Doing nothing is not an option and short-term solutions (e.g. refurbishments) are not enough to provide the quality care needed for patients.

We believe we must act with the resources we have now, to bring about positive, long-term change for GP services. The Shrewsbury Health and Wellbeing Hub is part of an exciting and transformative new model of care for the NHS and its partners. Now is the time to co-design truly integrated health and care services that deliver the best possible outcomes for all.

The Shrewsbury Health and Wellbeing Hub will aim to:

- Offer different health and wellbeing services under one roof
- Alleviate the pressures in general practice and in secondary care
- Provide modern, high-quality GP services in Shrewsbury
- Support retention and recruitment of our skilled health professionals

