



International Foundation  
for Integrated Care

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# Islands of Innovation: Embracing new ways and new roles

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International Foundation for Integrated Care  
Arran and Western Isles



[www.integratedcarefoundation.org](http://www.integratedcarefoundation.org)



@IFICinfo

IFIC is a non-profit members' network that crosses organisational and professional boundaries to bring people together to advance the science, knowledge and adoption of integrated care policy and practice.

The Foundation seeks to achieve this through the development and exchange of ideas among academics, researchers, managers, clinicians, policy makers and users and carers of services throughout the World.

## IFIC in Scotland

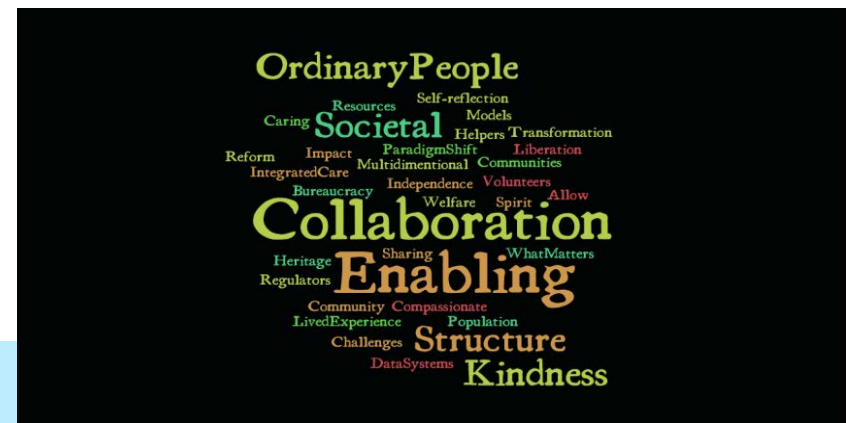


# Small Islands SIG

Launched April 2019 to offer peer support and expertise on implementing people centred integrated care in small island states, regions or municipalities (population < 500,000)

Small islands can:

- Learn from each other
- Share examples of innovation
- Build resilience
- Achieve sustainability
- Transform their systems



# Participants

- Scotland
- Seychelles
- Isle of Man
- Malta
- Guernsey
- Croatia
- Ilhabela, Sao Paulo
- Madeira
- Iceland
- Tasmania
- Maritime Provinces, Canada
- Aegean Islands
- Jersey
- Isle of Wight

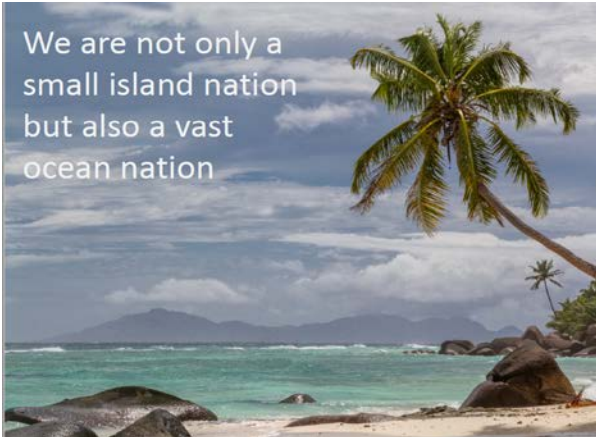


# Small Islands....Big Ambitions

## SIG Work Plan for 2020




We are not only a small island nation but also a vast ocean nation



### Seychelles

- 97,000 people
- More than 115 islands
- Total land area of 450 sq km
- Total sea area over one million sq km

50% of land area is protected, and we aim to designate 30% of the sea as protected



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Ruth Betley, Senior Manager  
Greg Hamill, Clinical Lead

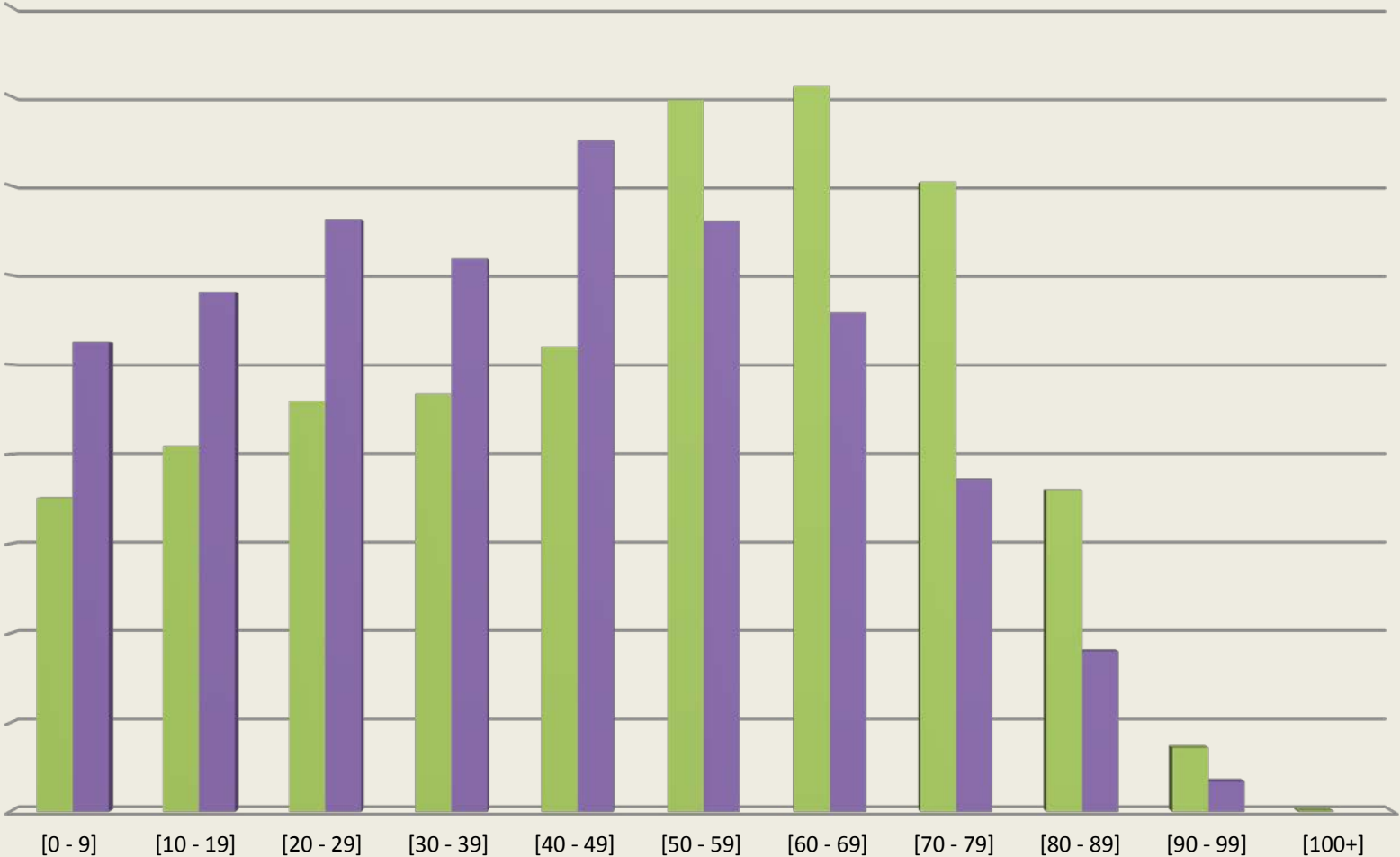
Isle of Arran, North Ayrshire HSCP

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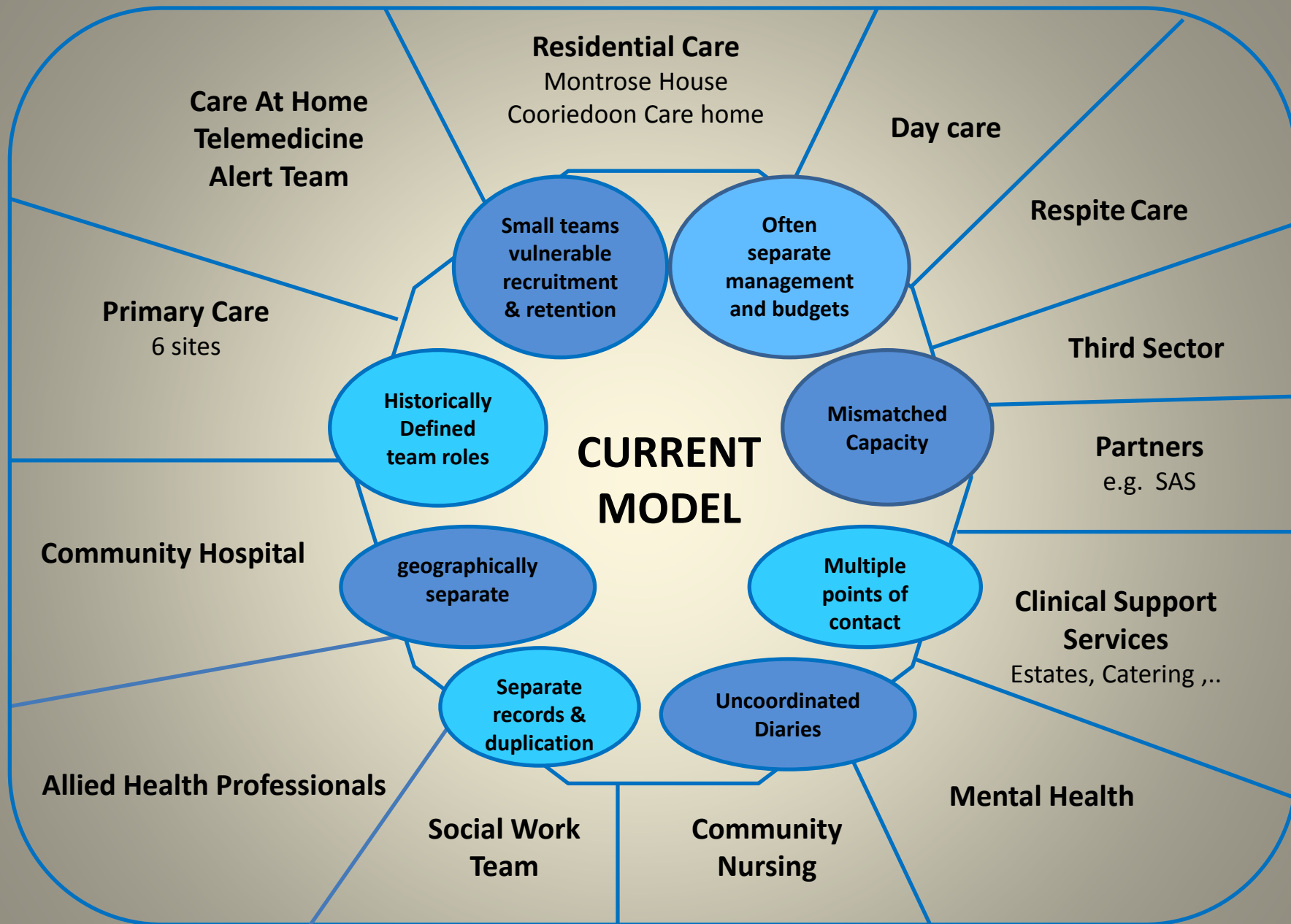




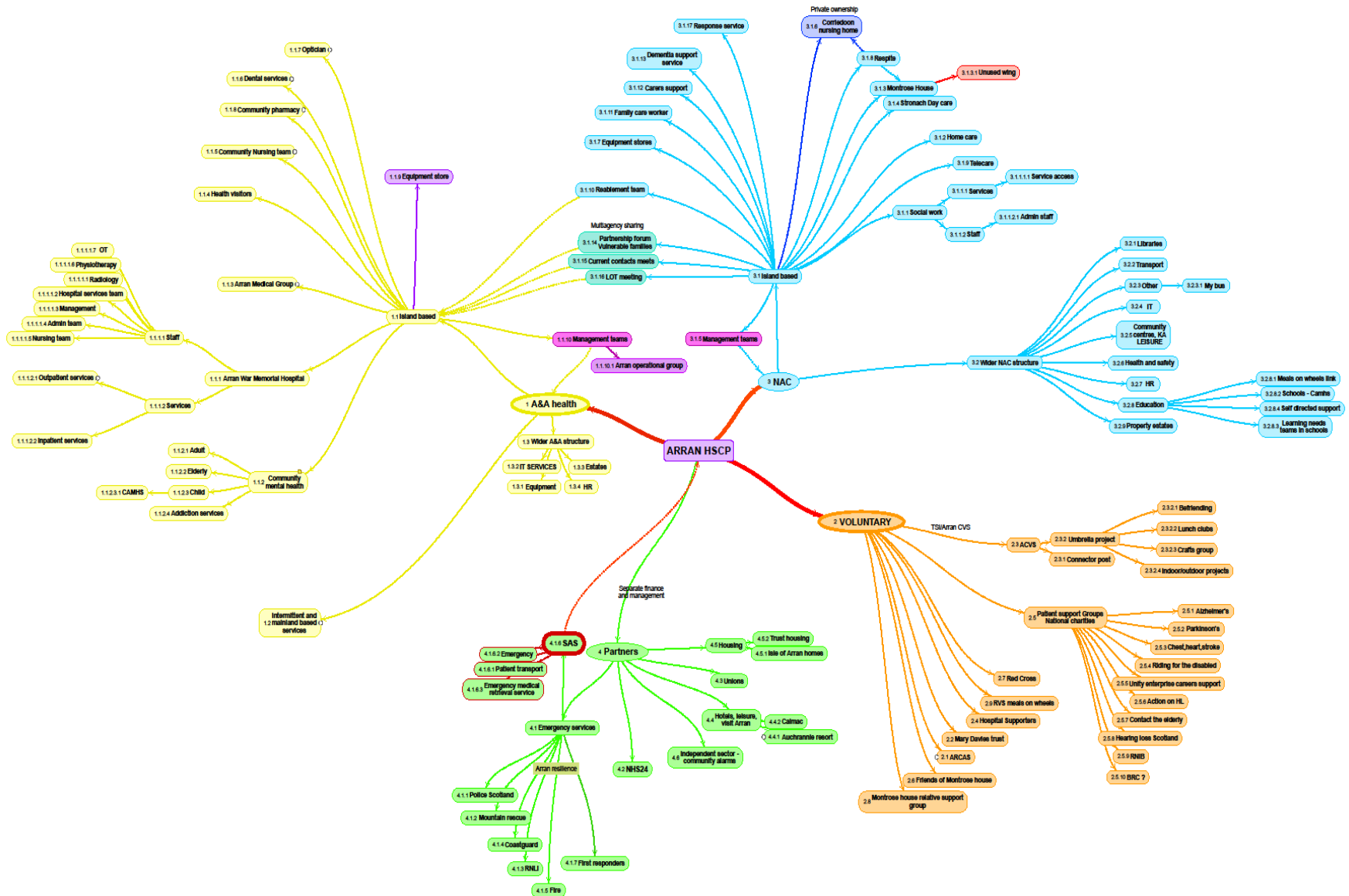
# ARRAN DEMOGRAPHICS - comparison with national figures







# Mapping Health & Social care on Arran



**SINGLE MANAGEMENT  
TEAM & POOLED BUDGETS**

**LARGER & MORE  
RESILIENT**

**FLEXIBLE**

**REDUCE TRAVEL**

**BETTER CAREER  
DEVELOPMENT**

**SHARE INFORMATION  
& REDUCE DUPLICATION**

**COORDINATE  
DIARIES & SERVICES**

**SINGLE POINT OF  
CONTACT**

**COMBINE  
ADMINISTRATION  
TEAMS & SYSTEMS**



**COMPLEX  
CARE**



**UNSCHEDULED  
CARE**

**SINGLE  
NURSING TEAM**

# Complex Care



# Health and Care Support Worker Role

- Why this role?
- Shared vision : CLIP, appreciative enquiry...
- Job shadowing
- Identifying common tasks/competencies
- Job descriptions
- Pilot 6 months of role and complex care MDT
- Assessment – SSAQ
- Care Plans

# UNSCHEDULED CARE

**ACCIDENT & EMERGENCY**

**INPATIENT  
CARE**

**COMMUNITY  
NURSING**

**RESIDENTIAL  
CARE**

**HOME  
CARE**

**NURSING HOME**

**ALERT TEAM**

**PRIMARY CARE**

**SOCIAL WORK**

**SUSTAINABLE  
24/7 ROTAS**

**RISING  
DEPENDENCY  
RATIO**



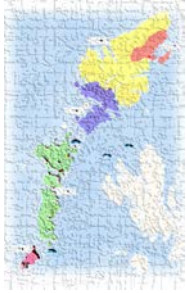
# INTEGRATING UNSCHEDULED CARE

- ANP role development
- PDSA integrating primary care + A&E
- Expand available space at Community Hospital
- Address historical pressures : transfer service..
- Steps toward single nursing team



# Questions





## CÙRAM IS SLÀINTE NAN EILEAN SIAR

WESTERN ISLES HEALTH AND SOCIAL CARE PARTNERSHIP

© 2015 NHS Forth Valley Health Partnership



COMHAIRLE NAN EILEAN SIAR

**NHS**  
Eileanan Siar  
Western Isles

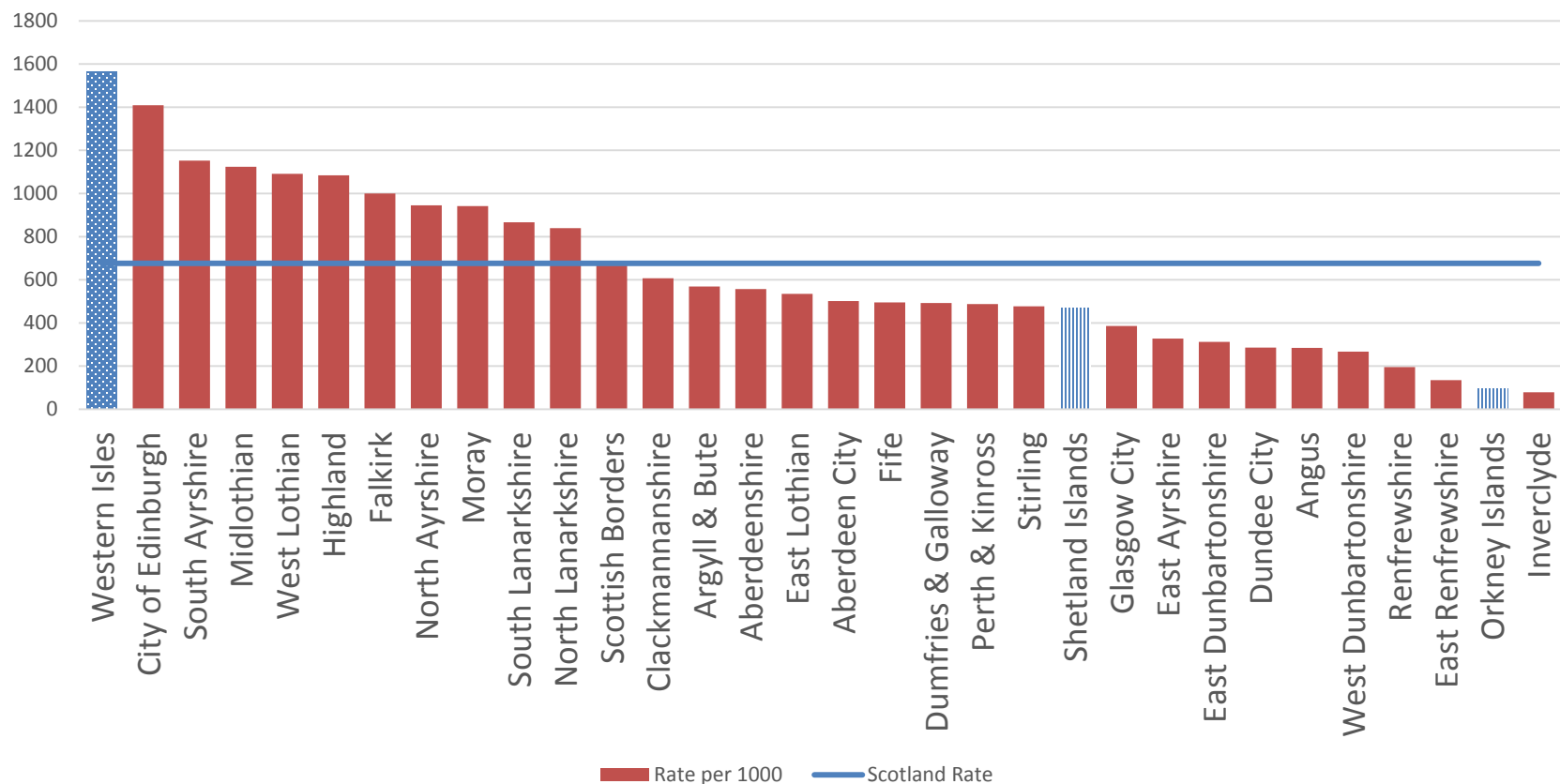


## PRIMARY CARE REFORM IN THE WESTERN ISLES

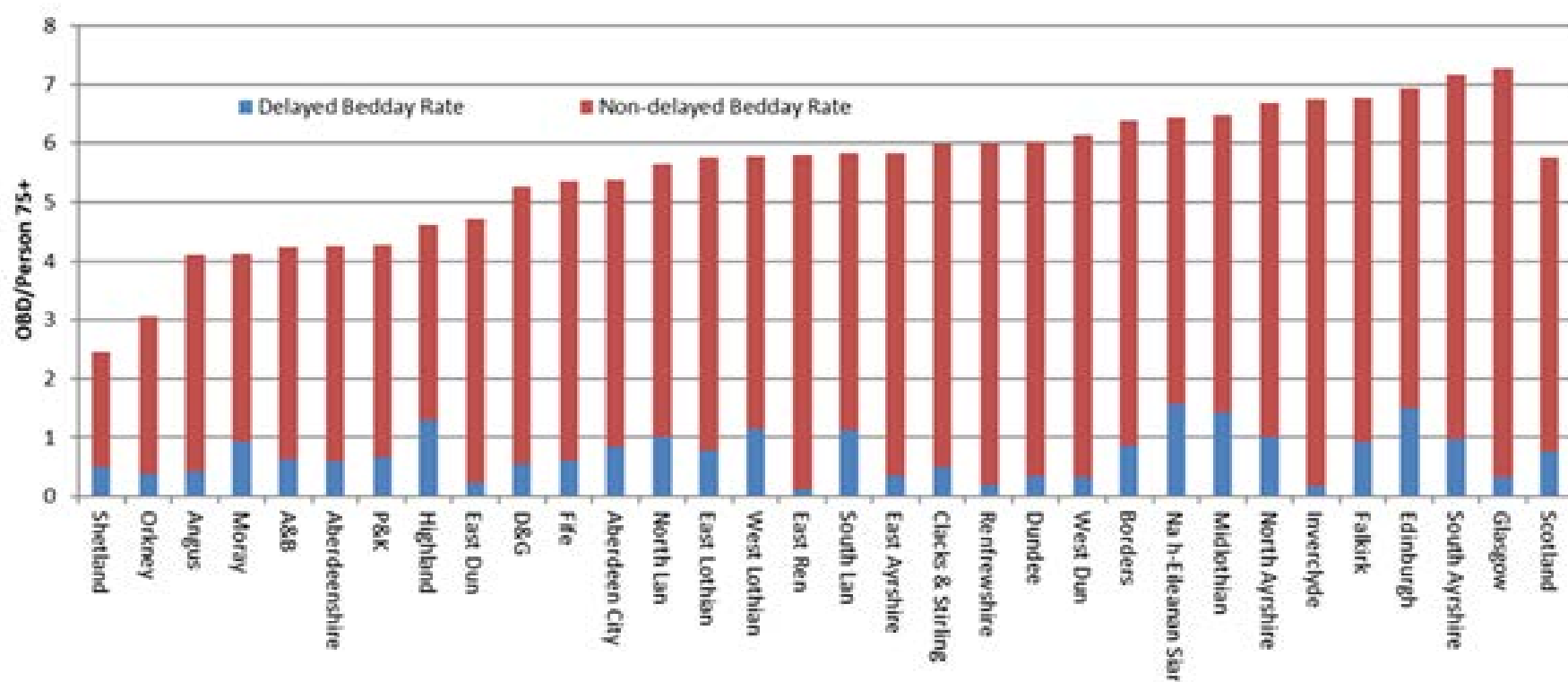
# Context



Patients 75+, Delayed Discharge Bed Days 2018/19 to Jan-19

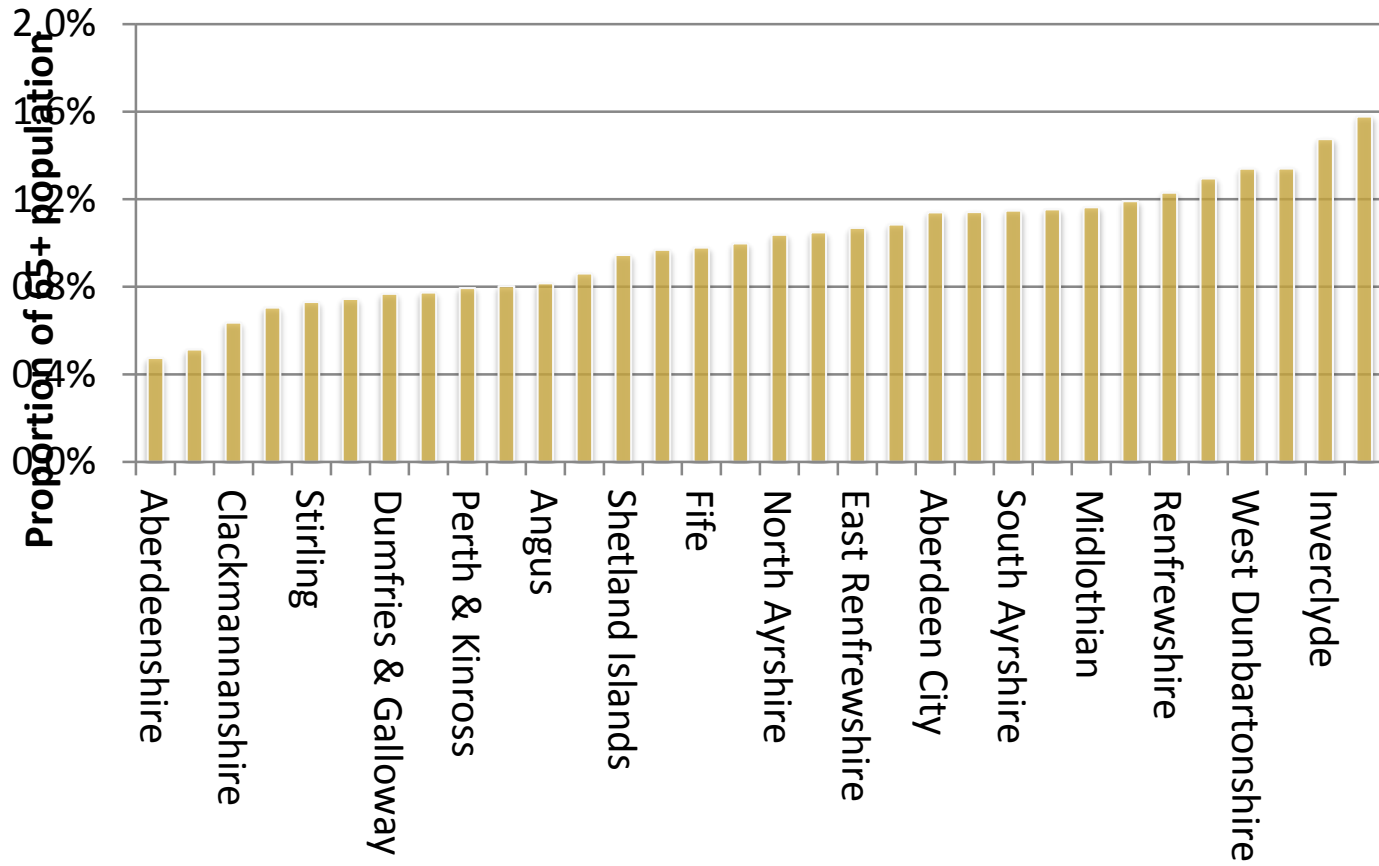


## Bed days: treatment and delay





## Rate of hospitalisation – over 65s



# A New Contract for General Practice (2018)

- GP practices will provide fewer services under the new contract to alleviate practice workload. New primary care services will be developed, and staff employed through NHS Boards.
- There will be a wider range of professionals available in and aligned to practices and the community for patient care. New staff will be employed mainly through NHS Boards and attached to practices;
- GP as an Expert Medical Generalist and senior clinical decision maker focusing on undifferentiated presentations; complex care in the community; and whole system quality improvement and clinical leadership
- A new funding formula supported by investment of £23 million per annum. Nationally, 63% of practices gain additional resources from the new formula, although no GP practices in the Western Isles qualify – practice income guarantee introduced to address concerns.

# Memorandum of Understanding

- MoU between Integration Authorities, the BMA, NHS Boards and the Scottish Government, sets out agreed principles of service redesign, ring-fenced resources to enable change to happen, new national and local oversight arrangements and agreed priorities, defined as:-
  - Vaccination services
  - Pharmacotherapy services
  - Community treatment and care services
  - Urgent care
  - Additional professionals for multi-disciplinary team
  - Community Link Workers

# Rural GP concerns over Scotland's new contract

🕒 14 February 2018




🔗 Share



BMA Scotland and the Scottish government say every GP practice will benefit from the new contract

Rural doctors say Scotland's proposed new GP contract has not "adequately addressed" the challenges they face.

# Transforming Primary Care

Old model	 New model
Target based medicine	Holistic medicine
GP as gatekeeper	GP as clinical leader
GP-led service	Multi-professional team
Practice Nursing as Support	Practice Nursing as Empowered Practitioners
Services accessed at practice	Technology based outreach
Referral based onward care	Actively coordinated onward care
Focus on access times	Focus on convenience



# The Challenge of Implementation

GP Practice	Patient List	WTE GPs	GP Headcount	WTE Nurses	Out of Hours	Dispensing	Premises
The Group Practice	7,959	5	6	4.4	No	Yes*	2
Broadbay Medical Practice	6,044	3.87	6	4.08	No	No	1
Langabhat Medical Practice	5,187	4.33	6	4.46	No	Yes	6
N. Harris Medical Practice	1,231	1.1	2	0.76	No	Yes	1
S. Harris Medical Practice	581	1.3	2	0	Yes	Yes	1
North Uist Medical Practice	1,389	1.5	2	1	No	Yes	1
Benbecula Medical Practice	2,289	3.33	4	2.6	No	Yes	2
South Uist Medical Practice	1,031	1	1	1.68	No	Yes	1
Barra Medical Practice	1,214	1.1	2	0.8	Yes	Yes	1



# The Challenge of Implementation

- Plan based on a small number of core principles:
  - Transparency of decision making
  - Fair share of resources
  - Building generic capacity to provide flexibility and resilience
  - Implementation a shared responsibility
- Year 1 (2018/19) complicated by mid-year start and by unanticipated issues around employee transfers/recruitment
- Year 2 (2019/20) seeing total shift of vaccination activity, some community treatment, and primary care pharmacy
- Year 3 (2020/21) to focus on unlocking urgent care to redesign total system

# Use of Resources

Primary Care Investment (£)				
Area	2018/19	2019/20	2020/21	2021/22
VTP/Community Treatment	140,000	240,000	260,000	340,000
VTP Scoping (IJB)	30,000			
Pharmacy Support	160,639	160,000	260,000	260,000
Urgent Care		82,857	132,857	132,857
Physiotherapy/MDT			100,000	200,000
Community Link			54,272	131,415
<b>Total Expenditure</b>	<b>330,639</b>	<b>482,857</b>	<b>807,129</b>	<b>1,064,272</b>

# The New Capacity (July 2019)

- **Vaccination Transformation and Community Treatment:**
  - Building generic capacity to provide flexibility and resilience
- **Mental Health:** Action 15 monies
- **Pharmacy:** Initial commitment to two WTE Primary Care Pharmacy posts (Bands 8a and 7), with review of additional need (potentially 1 additional pharmacist and two technicians)
- **Urgent Care:** Development of new capacity to address urgent care (as per contract), Out of Hours, Custody Healthcare, Unscheduled Care pathway

# VTP and Community Treatment

- Test of change – important to learn as we go
- One team ethos
- Integrated service delivery requires clarity around job roles and competencies
- Strong focus on clinical governance
- Data capture

# Importance of Communication and Engagement



# Questions



# Discussion

- What helps create a unified team culture in your context?
- How will you enhance the capability and resilience of your workforce in the next 12 months?
- How will you support people and communities to care for themselves and each other?



# Knowledge Exchange



## ➤ Webinar Series and Topic Resources

➤ [www.integratedcarefoundation.org/scotland](http://www.integratedcarefoundation.org/scotland)

## ➤ Special Interest Groups (SIGs) hosted on IFIC website:

- Polypharmacy and Adherence
- Intermediate Care
- Palliative & End of Life Care
- Self Management and Co-production
- Compassionate Communities
- Small Island Systems
- Frailty



➤ Sign up at: <https://integratedcarefoundation.org/ific-membersnetwork/groups/>

➤ Marie Curran [IFICscotland@integratedcarefoundation.org](mailto:IFICscotland@integratedcarefoundation.org)

