

PATHFINDER

Health & Social Care Fermanagh & West Tyrone

*“ Working together to deliver
better services for everyone ”*



Pathfinder Update Report June 2019



Western Health
and Social Care Trust



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Pictured at the launch of the Pathfinder Health Summit in Enniskillen, Fermanagh, on Tuesday 9 April 2019 are (left to right): Professor Rafael Bengoa, Anne Donaghey (Assistant Director, Pathfinder Project), Dr. Anne Kilgallen (Chief Executive, Western Health and Social Care Trust) and Kieran Downey (Deputy Chief Executive, lead Director of Pathfinder Project).

The Pathfinder Health Summit review can be seen on pages 14 and 15 in this report.

1. Introduction and Overview

In August 2018 the Western Health and Social Care Trust wrote to the Department of Health requesting that it was afforded the opportunity to consider a Pathfinder Project for Fermanagh and West Tyrone.

- The rationale was to seek approval for a dedicated approach to consider how sustainable health and social care services can be provided for the geography, particularly in light of ongoing workforce challenges in the rural geography of Fermanagh and West Tyrone.
- The Pathfinder project has been undertaken by the Western Trust to take a detailed, focused look at Health and Social Care Services provision in Fermanagh and West Tyrone.
- This includes looking at the population's needs, creating ways to improve what we do, looking at ways to anticipate care better, ways we can improve access to diagnostics and treatment, looking at post-acute health and social care, best practice in recruiting and retaining an appropriate workforce and ultimately providing the delivery of affordable health and social care services for the area.
- The project has been led to date by Deputy Chief Executive, Kieran Downey, and implemented in phases with a pre-engagement phase from August to November 2018, comprising 17 large events taking place at venues across the geography to present what Pathfinder is about.
- The second phase, which was integral in achieving the overall aims of the project, was the Engagement Phase. In one of the most comprehensive community engagement initiatives ever undertaken by the Trust, the Pathfinder team attended 62 engagement sessions and had wide-ranging discussions on the future planning and delivery of services in the area with more than 2,200 stakeholders attending venues across Fermanagh and West Tyrone. This involved patients, community and voluntary groups, carers, action groups, staff, schools, public representatives and other stakeholders. The Public Health Agency (PHA) also led a recalibration of the population health needs analysis.
- The next phase will involve bringing the Project to life with workstreams actively working through the issues which emanated from the Engagement Phase. There is more detail on this later in the report but key to this will be the involvement of our Experts by Experience (Personal and Public Involvement) in the workstreams.

In our introductory video, entitled "What If" we ask many of the questions which emanated from the Pathfinder Engagement Journey from December 2018 to March 2019.

Click on the image to view the video or cut and paste the following link into your web browser to view:

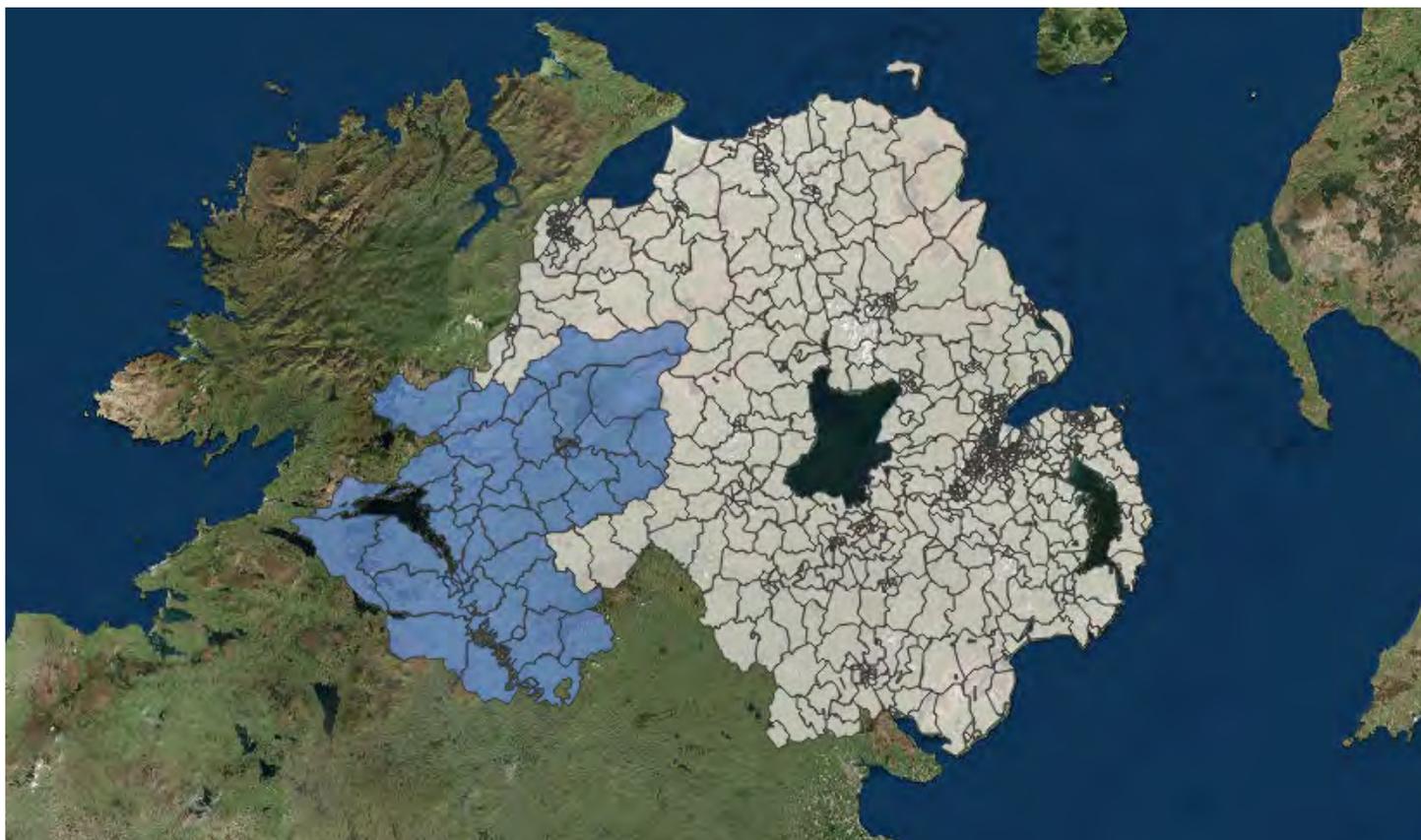
Click Here



2. Context for Pathfinder

The Fermanagh and West Tyrone district (shown in the blue shaded area in the map below) is approximately 3,000 km² and is home to approximately 128,000 people. The district is the largest in Northern Ireland in terms of land mass and is the smallest in terms of population. The population density is 38 people per km².

The area borders four counties in the Republic of Ireland, namely Donegal, Cavan, Monaghan and Leitrim. Fermanagh and Omagh Local Government District has the lowest population density - some border areas have 15 people/km².



- According to the Fermanagh and Omagh District Community Plan, the area is primarily rural with approximately 30% of the population living in the two main towns of Enniskillen and Omagh. A further 7% of the population live in the local towns of Carrickmore, Dromore, Irvinestown and Lisnaskea. The villages and small settlements account for a further 17% of the population with 46% of people living in open countryside.
- The Fermanagh and West Tyrone area forces some specific challenges in delivering services and ambitions to a smaller population within a significant rural landmass, which makes recruitment and retention of its workforce significantly more challenging.
- In the past few years there has been a range of workforce challenges that have threatened the existence of some services at extremely short notice. The uncertainty surrounding these services is not in the interest of the community and our staff, and action is therefore necessary to develop and introduce new models of care and support that will reduce the Trusts dependence on the availability of locums, enable the recruitment of a sustainable workforce and in line with models of provision that can meet the particular needs of the community that are realistic, sustainable and future-proofed in the context of rural Fermanagh and West Tyrone.

2. Context for Pathfinder

The Trust has set itself four Strategic Ambitions. These have been developed to align the planning and delivery of services to achieve the best outcomes for the population and with the underpinning philosophy of compassionate care as its philosophical touchstone. To achieve these ambitions the Trust is committed to working in partnership with individuals and local communities to design and deliver the effective care and support necessary.

The four strategic ambitions.



A key challenge is to ensure the continued vitality and sustainability of health and social care in our rural communities, particularly with the regional workforce challenges as well as demographic information and data, which indicates:

- The population is getting older and more diverse
- Education outcomes are good
- The tourist economy is not fully utilised
- General Practice is retracting
- Hospital provision is in place but not operating to full capacity
- Social care provision is limited in many parts of the region
- Emigration by the 18-35 age group is proportionally higher

The challenges presented by the UK's decision to leave the European Union are likely to be felt keenly in the border areas.

It is important to note that the majority of health and social care services that the Trust provides in Fermanagh and West Tyrone are community bred health and social care services, such as adult mental health and disability services, older people and primary care services and services for children and young people. These services are provided in collaboration with the community and voluntary sector and include residential, day and short term health care as well as supporting the communities to live in their own homes.

The Fermanagh and West Tyrone Pathfinder has a focus across all of its services and provision. The work will focus on the realisation of the Trusts four ambitions and underpinning philosophy of making the area the best place to live in line with the rurality of the area, its particular demographic and identified needs. Pathfinder will focus on the community journey across and through primary, community and acute care.

3. Engagement Phase – The Journey

Pathfinder laid the foundation for extensive consultation and engagement across a broad range of stakeholders and service users to ensure that the challenges with current service provision and delivery as well as ideas and solutions for improvement and change were captured.



Pictures from some of the Pathfinder Community and Staff Engagement Sessions which took place from December 2018 to March 2019.

The communication and support programme delivered a 20-minute presentation at each engagement session to set the context and to outline the project ambitions and parameters in which it will work.

Pathfinder is about listening and promoting honest conversations and is an opportunity to take responsibility for organising care. It is not cost-cutting but providing affordable health and social care. There are no pre-determined outcomes. However, there are significant current challenges, which include:

- Workforce
- Career progression
- Access to diagnostics
- New ways of working to meet demand
- Importance of generating networks of service
- Timescales for change



3. Engagement Phase – The Journey

Initial evaluation of ambitions

The majority of the engagement events were very well attended and communication has been largely positive but also significantly challenging at times.

It was Pathfinder’s ambition to reach more than 2,000 key stakeholders and groups through this period, which was achieved. Other ambitions included:

- Engaging staff who work every day in Fermanagh and West Tyrone and who are closest to those who use our services.
- Engaging with key groups and elected representatives as outlined in the stakeholder mapping to ensure early communication and support for Pathfinder.
- Communicating and engaging with the Corporate Management Team and Trust Board to harness senior leadership support, direction and collective leadership.
- Engaging with the Department of Health as project sponsor to ensure that the Pathfinder Project had a connection across the Health and Social Care System and not just within the Western Trust.

17 Pre-Engagement Sessions
62 Engagement Sessions
2,200 People



4. Key Issues and Themes Emerging

Throughout this Engagement Phase it became clear to the Pathfinder team that there were a number of issues that were shared by many across the region. These issues included transport and travel as people were struggling with appointments in hospitals and clinics that were long distances from their homes.

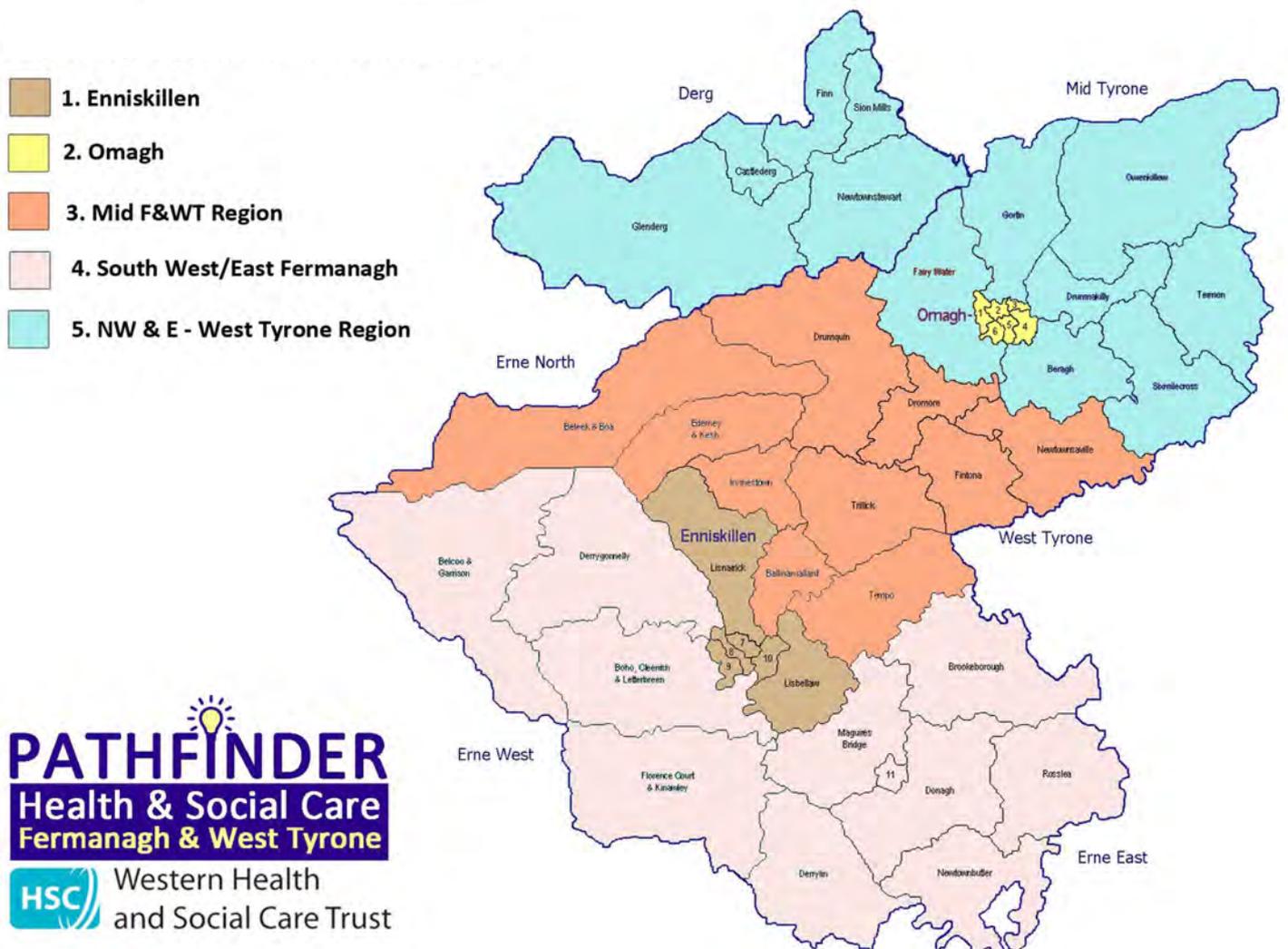
Loneliness, home care and appointment waiting times were some of the main issues coming from the extensive engagement sessions the Pathfinder team embarked upon throughout January and February.

There were also issues regarding domiciliary care and the shortage of carers. Recruitment of staff at all levels across the Western Trust was an issue that cropped up at most meetings. Many people aspired to retain and retrain people in the area to work instead of seeing trained people leave the area to other cities and countries. The need to work more collaboratively across government agencies was also cited repeatedly.

In the following pages is a selection of reviews from meetings held at locations across the Fermanagh and West Tyrone region which are reflective of the issues that were highlighted. The map below shows the region and the areas within.

Reviews of all the meetings held can be found on the Pathfinder website:

Website Online Hub: www.westerstrust.hscni.net/pathfinder



4 (a) Selection of Pathfinder Reviews

A meeting in Gortin discussed carers in the community, training for nursing or social care careers, apprenticeships and the cost of paying for locums.

“ All he wanted was to be at home. ”

Owenkillew Centre, Gortin on 12 February 2019

It was felt that the Trust needed to have more carers and home helps working in the community. There are difficulties getting carers in Gortin and Plumbridge. When carers do come they only have 10 to 15 minutes. Loneliness was named as a significant issue for people in the area. There were also difficulties with retaining the same carer for individuals to encourage relationship build-up with the client. One woman referred to her experience of her husband being placed in a home 40 miles away. She had to visit him every day and the gentleman died in the home while all he wanted was to be at home. This was a very tough time for her and her family. Self-directed support was not promoted well enough.

It was queried whether the Trust could look at training for nursing or social care careers where there are shortages in staffing. It was also queried if apprenticeships could be offered in physio, pharmacy and nursing. Difficulties with Health Professions Admission Test (HPAT) were acknowledged in that young people who cannot do it in NI are forced to go to England and Scotland where HPAT is not required. It was felt important to address mental health in rural communities. The community is still struggling with the reform of day care facilities from 2015.

Money paid to locum agencies is unsustainable and investment must be found now in either local communities or permanent contracts that will be of interest. Communication needs to be improved across the system. People need to know where they can go for help. Waiting lists were described as embarrassing. Social prescribing needs strengthened. DAERA health screening was seen as very useful as men who wouldn't normally go use this option. Outreach groups for older people support is needed for the doctor in the area.



Shown within this report are just some of the many Pathfinder Engagement Event reviews of “what we heard”. Reviews of all the engagement events organised across Fermanagh and West Tyrone can be found on the Online Hub: www.westerntrust.hscni.net/pathfinder and click on the Section labelled ‘Pathfinder Engagement Programme’.



4 (a) Selection of Pathfinder Reviews

Issues at this meeting in Omagh included pay for people in caring roles, the Elective Care Centres, and suggestions included mandatory work for new graduates as well as incentivising community health.

“ Supermarket staff are paid more than those in caring roles. ”

Hospital Road Community Centre, Omagh on February 4, 2019

Discussion at this meeting included low pay for carers. It was noted that supermarket staff were paid more than those in caring roles. There was mention of healthcare provision in Qatar and the need to learn from models of high quality care.

The question was raised of whether it was possible for mandatory work for new graduates in Northern Ireland upon qualification before travelling to other areas such as Australia or New Zealand. One member of the public made reference to an Elective Care Centre in Magherafelt, and added that there was no public bus service to Magherafelt from Omagh.

There was mention of lobbying requirement to improve the roads network, particularly the A5, as transport was a significant issue for patients attending appointments. There was no sense of communities being supported to help make it easier for patients to attend appointments by community transport etc.

It was noted that an increased number of younger “older” people were needed to get involved in communities. The suggestion of incentivising community health was raised.

The development of a health care apprenticeship model was suggested in schools, similar to Information Technology, engineering, construction and finance. It was also proposed that the public should be educated on how to get advice for lesser ailments without having to visit a GP, with three to four weeks for a non-urgent appointment. One member of the public mentioned having to travel to Dundonald for a procedure and the difficulties therein.



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4 (a) Selection of Pathfinder Reviews

Homecare provision was a big problem for people who attended this meeting in Belleek, as well as depression and loneliness in the area.

“ A ‘chit-chat’ programme could help reduce loneliness, which is a major problem in the area. ”

Belleek Community Centre on 20 February 2019

Those in attendance at the Belleek session were concerned at the money that was being paid to locums. The roads infrastructure needed to be taken into account when placing services in certain areas and reference was made to the Rural Needs Act. It was acknowledged that the reporting of the region by the media was very poor and affected the Trust’s ability to recruit people to the area for work, and it was acknowledged that healthcare was facing competition from IT, finance and consultancy services and that career packages needed to be more attractive to bring people to the area. The development of ‘be-friending services’ to rural areas needed to be considered and supported.

More permanent contracts for staff and apprenticeships for local students should be considered. And it was queried whether incentives could be offered to postgraduates to help them stay in the area. The group was concerned about the closure of dementia care homes in the area and it was suggested that the Trust needed to invest more money in homecare. There was significant discussion on the issue of homecare provision in rural areas. Social care workers received embarrassingly low pay with no travel expenses and late night working. It was felt that the Trust should influence the drive to provide unmet need of homecare in rural areas. It was queried whether the Trust could examine a way of funding healthy and connecting communities, and it was recommended that a community plan could assist with this. There was mention of a ‘chit chat’ programme for the over 50s. Loneliness, unemployment, grief and depression were seen as the biggest problems in the area, while transport was also a significant issue. Education and Trust buses are on the roads but they don’t transport people. Can rural transport be developed?

There was considerable discussion in relation to administrative errors and efficiency was an issue in relation to outpatient and review appointments. It was felt that self-directed support needed to be promoted as people do not know about it. A sitting service should also be developed in rural communities to combat loneliness. The local health centre needed support. If Brexit comes into force it will have a significant impact on the community as there are no crèche facilities available in Belleek and families have to travel to Ballyshannon.



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4 (a) Selection of Pathfinder Reviews

Lack of Primary Care Services was the biggest issue in Roslea as was roads infrastructure, homecare provision and loneliness.

“ Would doctors commit to the area if enhanced fees were applied? ”

Roslea Community Centre on 25 February 2019

Those attending the meeting in Roslea expressed concern at the lack of primary care services. Many elderly people in Roslea who are unable to travel to Roslea for their primary care. It was queried if mobile services or Advanced Nurse Practitioners could be developed as a possibility.

The group also discussed the issue of having a ‘Fermanagh waiting’ similar to the London weighting that is in place. It was also suggested if newly qualified doctors could commit to spending time in the locality before taking up posts elsewhere. Perhaps their fees could be cleared if they were to commit to the area for a period of time.

It was also suggested that additional funding should be given to Lisnaskea in order to enable them to deliver a satellite unit in Roslea. It was suggested that the money spent on private agency staff should be directed to Trust contracts and give staff permanency in their jobs.

Aftercare, when people get home from hospital, is an issue that requires investment and support. Care workers are not available as agencies do not have them; this also needs resolving.



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4 (a) Selection of Pathfinder reviews

In the Fermanagh House engagement session there were concerns as to why consultants would not travel to facilitate clinics for people in their locality.

“ People need to see a flow of information to help them understand what is happening in their area. ”

Fermanagh House, Broadmeadow, Enniskillen on 31 January, 2019

Those attending this session discussed the pressing issue of waiting lists and said more effective ways of recruiting staff were needed. There was also the suggestion that trainees could come to the South West Acute Hospital after they qualify and that the Trust could offer bursaries to students to bring them back to Enniskillen, and help them settle their student debts.

It was recognised that there was a need to engage with those who are living unhealthy lifestyles and that more emphasis should be placed on anticipatory care. There were numerous concerns over why consultants do not travel to facilitate clinics for people in their locality.

It was also suggested that people needed to see a flow of information to help them understand what is happening in their area and where, making honest, accurate information easy to find. The Council and the Trust should work positively to promote the area.

It was noted that we need to get a triangle of support to operate more effectively.



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4 (b) Pathfinder Health Summit: Tuesday 9 April 2019, in the Ardhoven Theatre, Enniskillen

'It's Time for Action' for Health Care Leaders!

'It's Time For Action' was the key message of the Fermanagh and West Tyrone Health Summit on Tuesday 9 April 2019 at the Ardhoven Theatre in Enniskillen. Health and social care leaders from across the province joined with community and public representatives to listen to the findings of one of the biggest engagement events ever in the field of health and social care in Northern Ireland, the Fermanagh and West Tyrone Pathfinder project.

More than 170 delegates attended the summit to see and hear from guest speaker Professor Rafael Bengoa, a respected health care contributor and the author of *Health and Wellbeing 2026: Delivering Together*, the blueprint for health and social care transformation in Northern Ireland.

Professor Bengoa said Pathfinder was an intelligent way of reengaging with the community. He welcomed the work put into improving health and social care services and said it was similar to what other countries, including his own, the Basque country, Spain and Italy were also doing.

He said: "We are trying to get to a more community-oriented model. You have a hard job in implementing and I think that you are already starting that implementation. We are finding with clinicians and nurse involvement the pathway is already changing the way we organise hospitals, thinking in a completely different way.

"Here you are far ahead of other countries, the UK in general, in that new way of leading an organisation." Professor Bengoa also said that the health care system in Northern Ireland was one of the most generous. The community need to start understanding what they are getting. I think it is important from the community for them to realise that idea."



A review of the PathfinderWest Project was given to attendees at a health Summit by a number of speakers along with special guest Professor Rafael Bengoa.

4 (b) Pathfinder Health Summit: Tuesday 9 April 2019, in the Ardhoven Theatre, Enniskillen



Chief Executive of the Western Trust, Anne Kilgallen, said: “This Pathfinder project has not only presented a unique opportunity to take a critical look at how we do things in health and social care in Fermanagh and West Tyrone, it has also created a very strong platform for us to begin to develop sustainable services well into the future.”

Western Trust Deputy Chief Executive Kieran Downey, who led the Pathfinder project, said the summit provided a platform to focus on the future design and planning of health and social care services in Fermanagh and West Tyrone by working together through effective community collaboration.

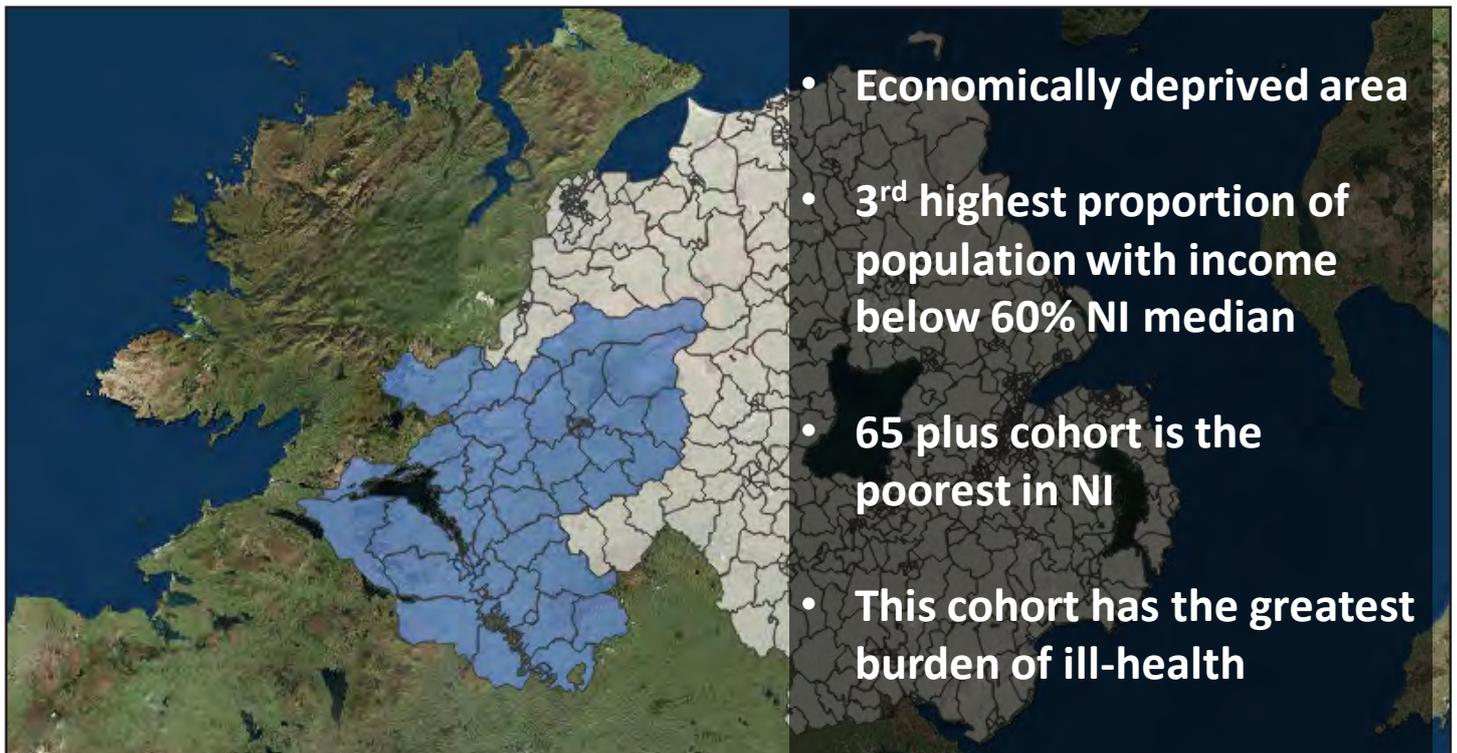
He said: “With the Public Health Agency leading a recalibration of the population health needs analysis, the next phase in the process will involve appointed independent Experts by Experience joining a number of influential stakeholders across four work streams influenced by Health and Wellbeing 2026: Delivering Together, to look at designing and developing plans for the delivery of services going forward.”

Joey Kelly, one of the Pathfinder Experts by Experience, said the summit was a fantastic day: “It was very well presented, informative, the statistics were great, I was shocked by them. To be there in the company of Professor Bengoa who compared us to other countries reaching out to communities in the same way. It was all so positive to know that this project was one of the first in the north and thinking that other countries such as Sweden and Spain are contemplating doing similar projects is fantastic.”

Joey got a chance to speak to Professor Bengoa and said he was a lovely man. “He said to me don’t try and tackle more things than necessary, don’t try and do everything at once, but target what you know you can change.” He commented that the Experts by Experience were a very different group of personalities but that this was a good thing for the process, providing varying experiences and views to the table.

4 (c) Population Health Data:

Pathfinder is now in receipt of a rich vein of population health data, both from a Public and Community Health and Wellbeing perspective. In the report we have included a snapshot of some of the key messages were presented at the Health Summit on 9 April 2019. These need to be taken into account for planning as Pathfinder moves into the action phase. Population intelligence helps illustrate the importance of the social determinances of ill-health and is one of the reasons why the connected communities philosophy will provide the vehicle to ensure there is cross-sectoral planning and working.



4 (c) Population Health Data:

#PathfinderWest

- GCSE outcomes are 2nd best in NI

- Lowest number of school leavers not in education, training or employment in NI



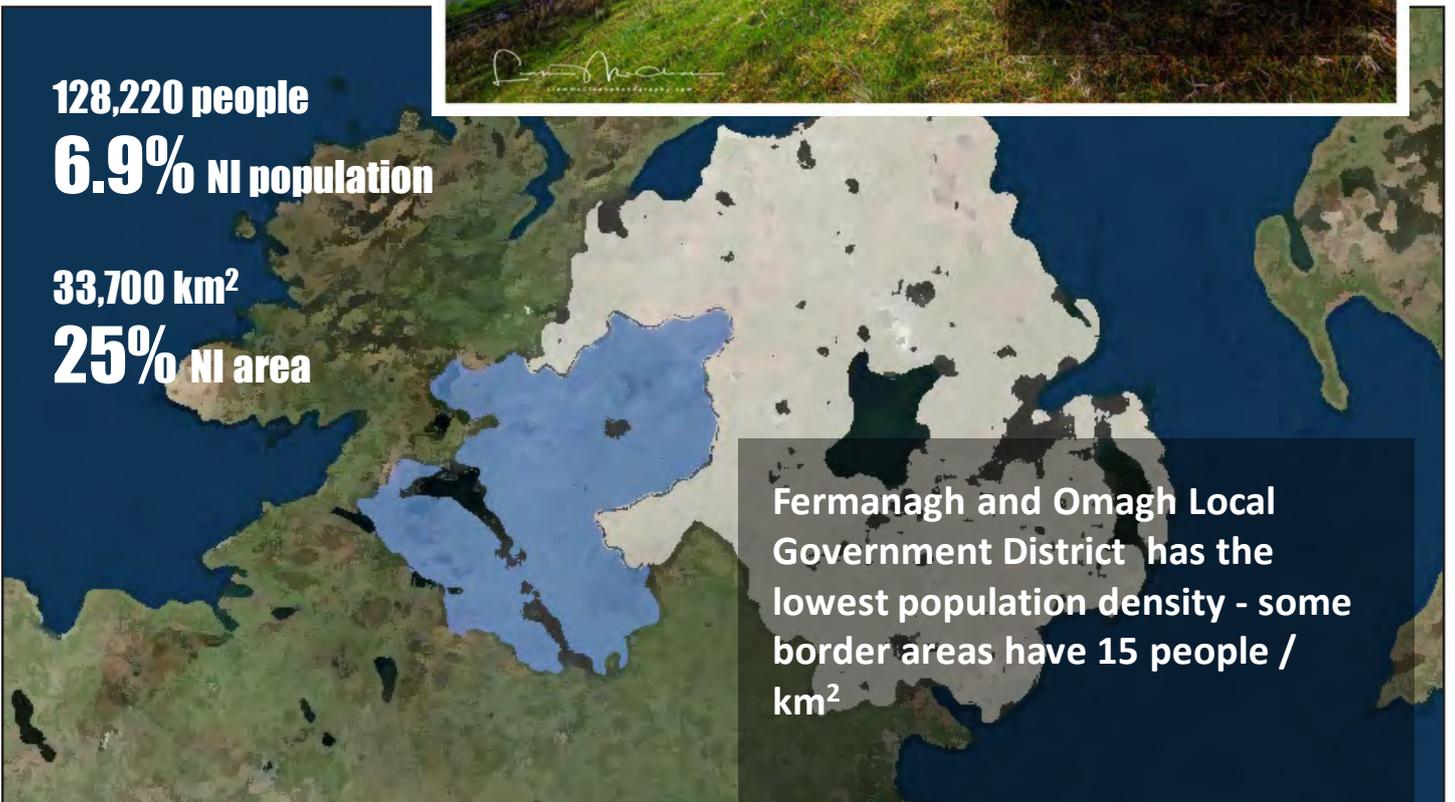
- The area benefits from its geography but is also challenged by it
- 25 out of 49 Super Output Areas are ranked in the lowest quintile for access to services
- 81% of the Super Output Areas have access worse than the NI median

128,220 people

6.9% NI population

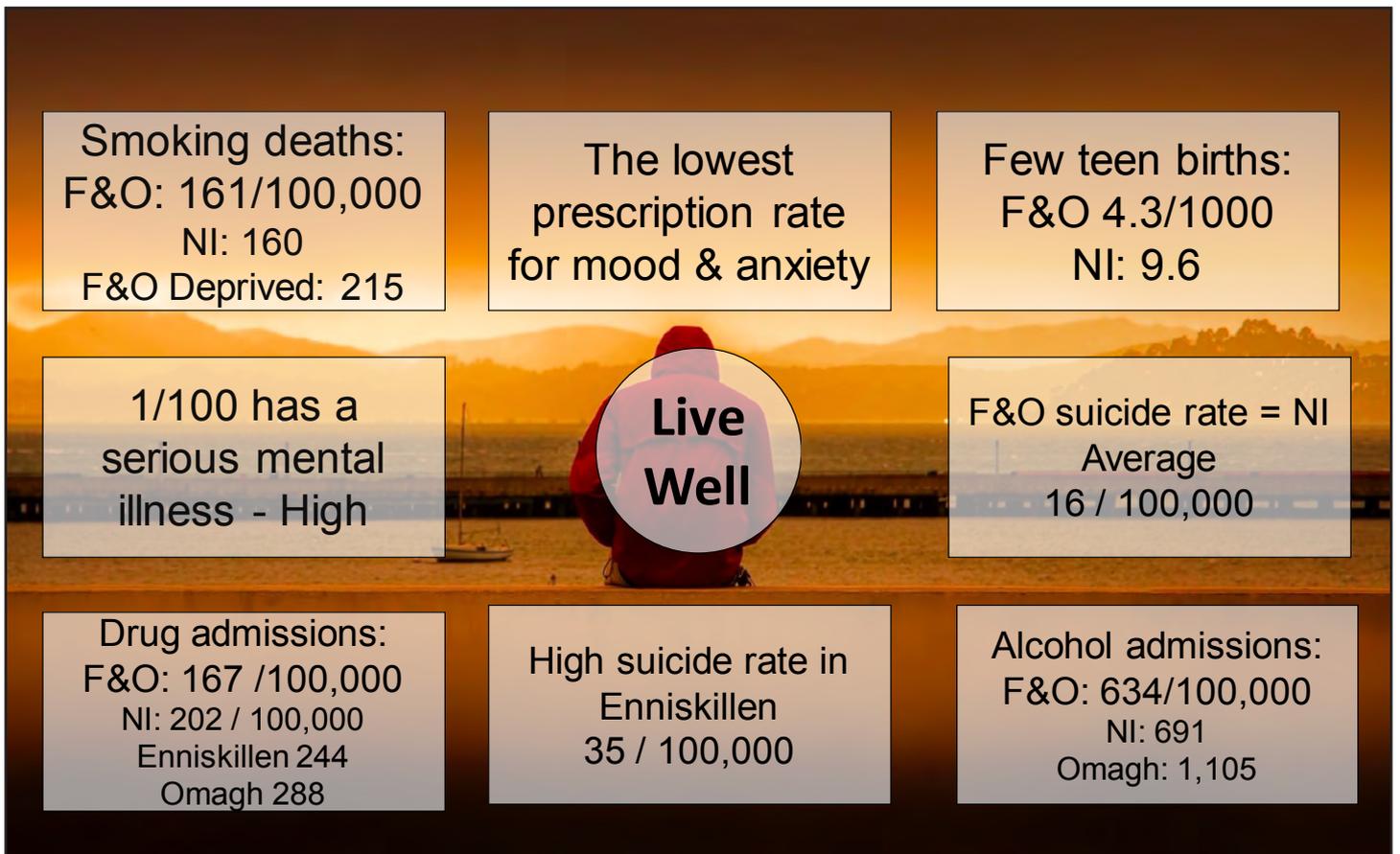
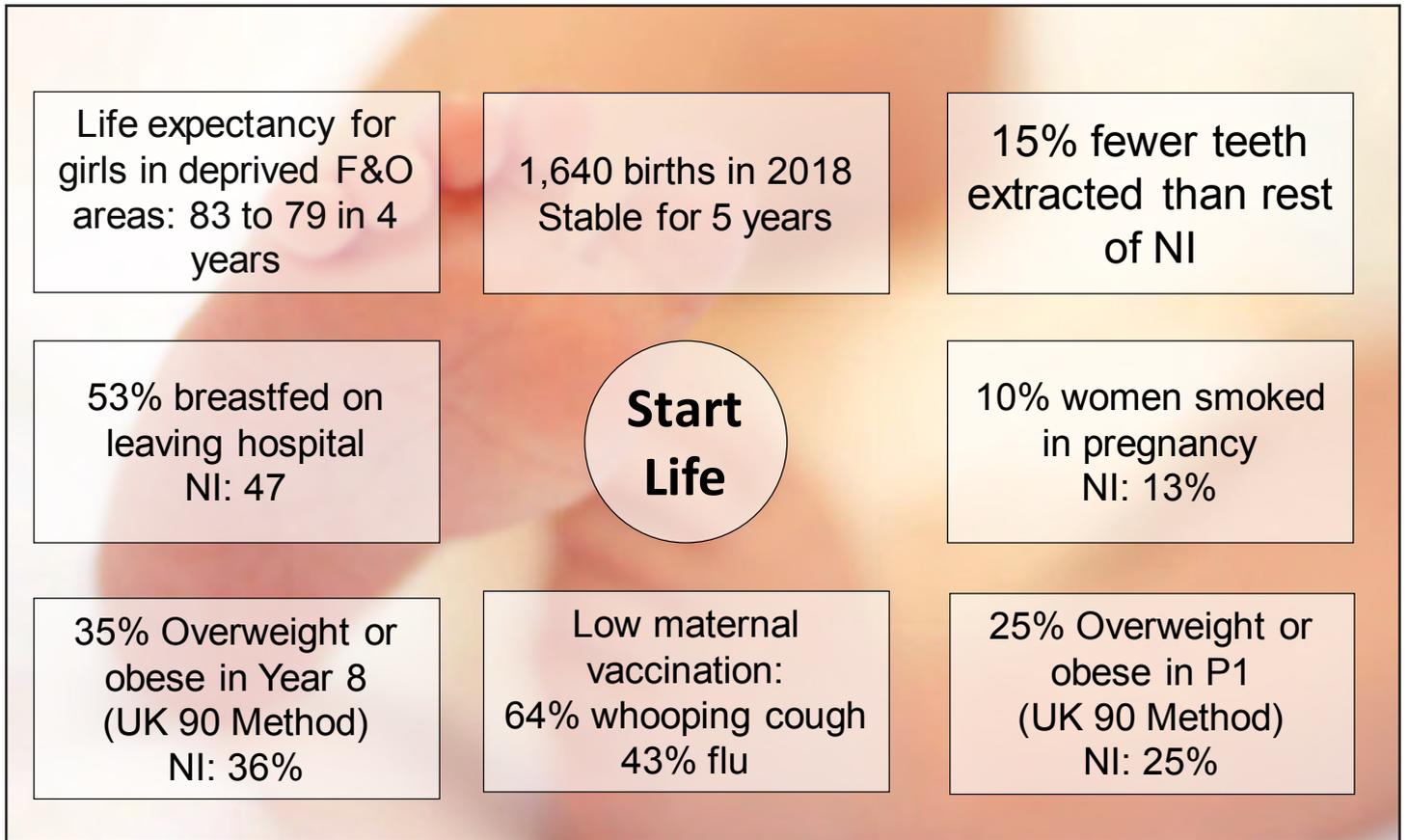
33,700 km²

25% NI area



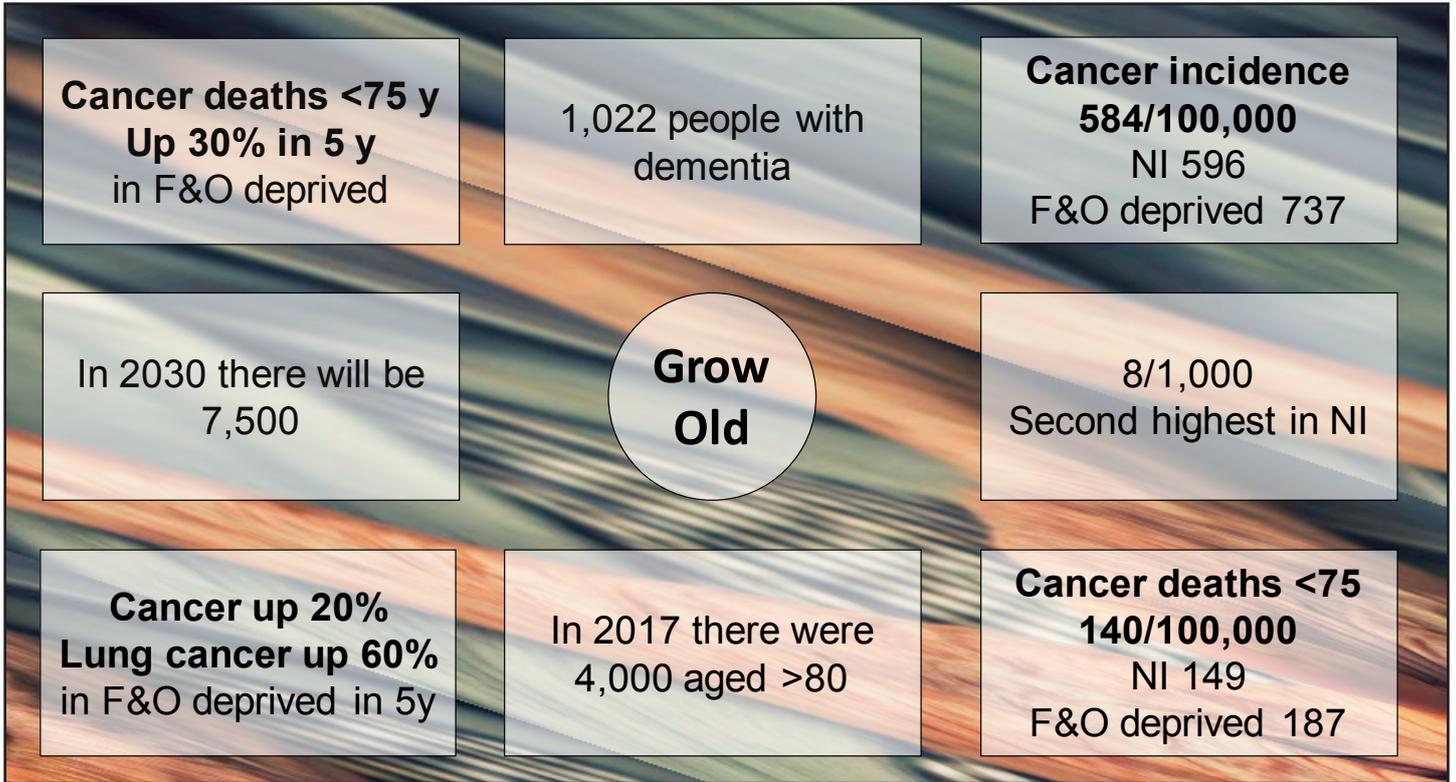
Fermanagh and Omagh Local Government District has the lowest population density - some border areas have 15 people / km²

4 (c) Population Health Data:



4 (c) Population Health Data:

#PathfinderWest



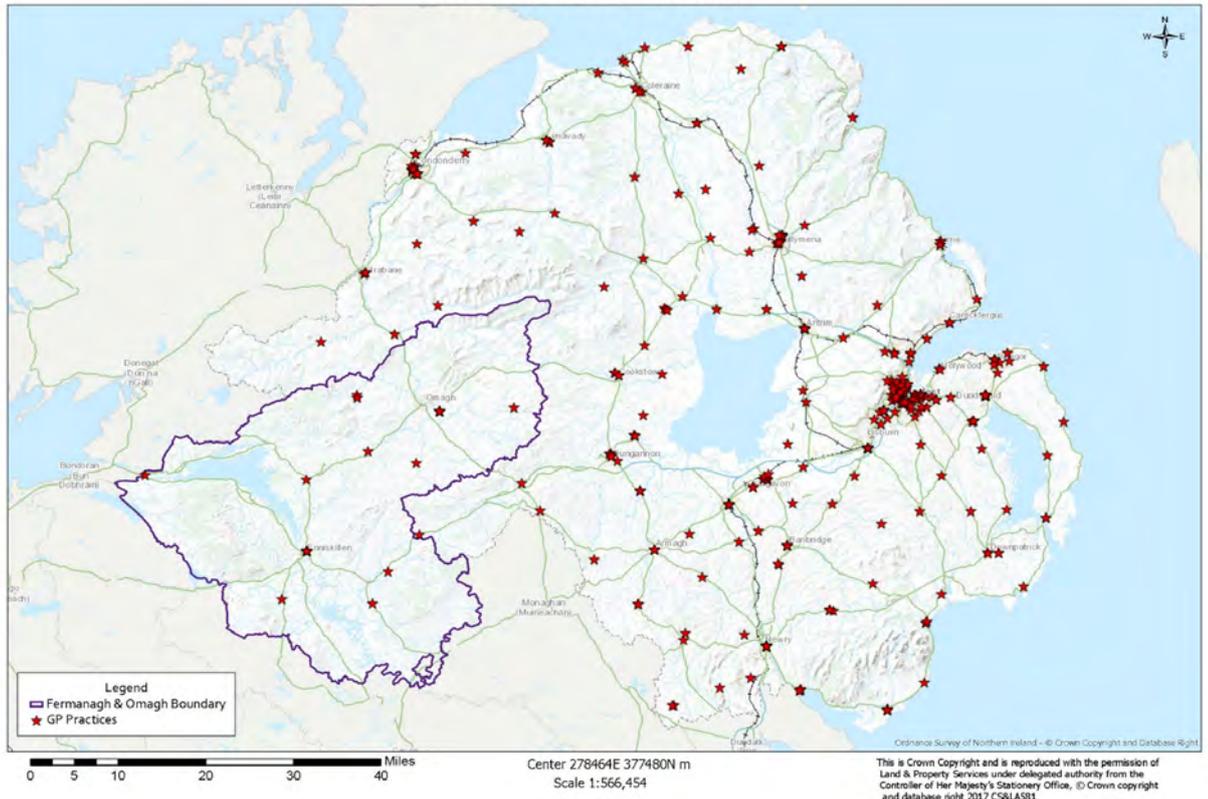
The Pathfinder area has 82 GPs in 21 practices, who have 140,764 registered patients 0.58 per 1,000 patients

The rest of Northern Ireland has 1,232 GPs for 1,843,013 patients 0.67 per 1,000 patients

11,300 patients are registered at 3 practices each with 1 permanent GP in the Pathfinder area

Map showing GP Locations in Northern Ireland.

The area drawn out with a purple border shows the Pathfinder Area for Fermanagh and West Tyrone



(Not accounting for less than full-time working)

4 (c) Population Health Data:

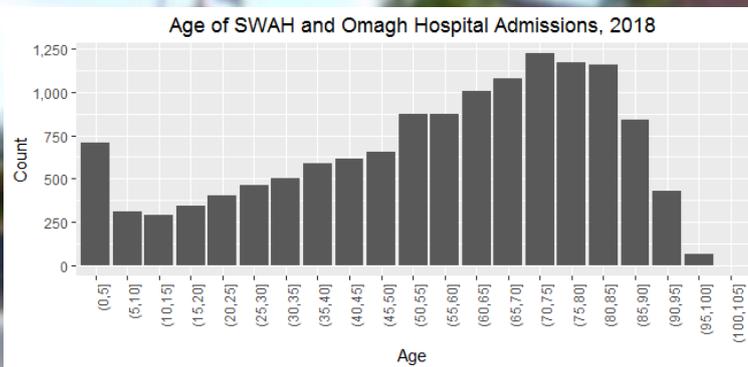
South West Acute Hospital, 2018

Admission Type	Number	%
Emergency	10,313	55
Elective	5,192	28
Other	1,613	9
Maternity	1,551	8

Source: PAS

Omagh Hospital, 2018

Admission Type	Number	%
Emergency	3,918	34
Elective	7,083	62
Other	462	4



People aged 70 years and older accounted for **35%** of emergency admissions

And **67%** of emergency bed days

of **94,939** occupied bed days

9,648 (10%) were occupied by people who were medically fit for discharge

At present funding is skewed towards health services providing treatment particularly our hospitals. There is good evidence that investment in prevention is cost effective but the benefits of that investment may not be realised until several years later. In the meantime hospitals need to continue to be funded in order to meet people's immediate needs but innovation will help us to break out of this cycle if we are going to make progress.

4 (d) Pathfinder Survey: Staff Feedback

Following the Pathfinder Health Summit a survey was conducted with 5 Questions which received 121 responses. There were 79 staff responses to this survey, which featured many insightful and useful suggestions and ideas. A snapshot of some of the responses have been summarised below by question.

What is working well?

“OHPCC hospital is a lovely environment providing a good service. Volunteers are very helpful.”

“Human relationships and connections are key to therapeutic work This takes time and investment.”

“Twist West, and also physical activity programmes such as walking groups, couch to 5k.”

“Facilities in both the Omagh Hospital and SWAH are state of the art. Care of elderly in the community has improved.”

“Great services in SWAH - canteen, library, parking for staff.”

“Staff care about their roles and want to do their best and strive to do this.”

“In Enniskillen we are very lucky we have lots of pharmacies, GPs, hospital at our door step, emergency services and community centres.”

“The stroke care is the best in Northern Ireland.”

“Elective surgery in Omagh is working well.”



Altnagelvin Hospital



South West Acute Hospital

4 (d) Pathfinder Survey: Staff Feedback

What do we need to improve?

"The managerial structure of the trust is overwhelmingly Altnagelvin-centric."

"Services for children: mental health, disability, autism, short breaks provision and social opportunities. More early intervention services."

"Encourage development of a home grown work force."

"Changes in people/staff will lead to meaningful engaged, cost effective and innovative change in the system."

"Services to rural communities who are isolated and have no transport."

"Support for people to stay in their own homes."

"Red tape impacts upon time being spent with clients."

"Access to GP services especially out of hours."

"Recruitment of carers, more outreach services."

"Services for children: mental health, disability, autism, short breaks provision and social opportunities. More early intervention services."



South West Acute Hospital



4 (d) Pathfinder Survey: Staff Feedback

Is there something we should stop doing?

"Stop sending constant emails from huge range of sources."

"Sending patients elsewhere for procedures that could be done locally."

"Medicalisation of social issues."



"Temporary contracts are not good for continuity of care."

"Giving in to pressure from families."

"Putting freezes on training and development when money is tight."

"Wasting money; more people to work practically and less management."

"Provide health in the community to build resilience."

4 (d) Pathfinder Survey: Staff Feedback

Is there something we should start doing?

“Recruit and pay community carers a decent wage and travel expenses.”



“Opportunities to hear from our SMT in person.”

“Telling our public the services that are provided in Omagh and South West.”

“Early intervention and promotion of community services. Work on shorter waiting list into mental health services.”

“Improving links with other Trusts.”

“Be more joined up in end to end health care.”

“Give staff the opportunity to apply for permanent jobs and provide opportunities for existing Trust staff.”

“Offer Trust carers flexible working to encourage people to come into caring profession as we have a drastic shortage of carers.”

“I would like paid experts by experience attached to each service to guide and inform service development.”

“Services to rural communities who are isolated and have no transport.”

“Why do Derry have a range of services that are not in the southern part of the Trust.”

4 (d) Pathfinder Survey: Staff Feedback

Your ideas and solutions to achieve affordable health and social care?

“Development of carer support hubs in Fermanagh, Omagh and Derry where carers can access information, training and psychological supports.”

“Remove posts that are not value for money and re-assign to under pressure areas.”

“Teach people their role in their own health.”

“Pay student nurses and doctors but in return they have to stay for five five years.”

“Utilise resources. Create efficiencies in the system.”

“Permanent contracts.”

“Deal with everything in one appointment instead of bringing them back. Make health centres the hub of treatment.”

“Specialist nurses running accesible clinics.”

“Domiciliary Care Contracts and Services need reviewed as a matter of priority”

“Small charge for prescriptions.”

5. What's next: The way forward

As a Trust, our early ambitions was to give life to **Health and Wellbeing 2026: Delivering Together** (The strategy for health and social care approved by the NI Executive in 2016) and we believe this programme of work is a means to do so. However, it became clear that the influence should come from a broader range of reports and policies that would shape the collective thinking going forward. The key is making sure there is synergy from these important documents and that they are transferrable into a strategy for Fermanagh and West Tyrone. This sits well with population health, which is about creating a collective sense of responsibility across many organisations and individuals. It is also what our public told us we should do.



5. What's next: The way forward

A Strategic Group will report to Trust Board on the main strategic direction and future planning of the Pathfinder project. It will be led by the Chief Executive of the Western Health & Social Care Trust. The Chief Executive of the Trust will be accountable to the Western Health & Social Care Trust Board and ultimately to the Department of Health/Minister.

Membership of the Fermanagh & West Tyrone Strategy Group will be reflective of the needs of the area and will seek representative at a senior decision making level to ensure there is vibrant decision making against the regional policy landscape. Senior decision making will also ensure there is the requisite authority to support the work plan and that organisational collaboration is achieved.

This group will involve the most senior leaders across a range of government departments including Fermanagh and Omagh District Council, The Education Authority, Police Service of Northern Ireland, Northern Ireland Housing Executive, Public Health Agency, Health & Social Care Board, Department of Agriculture, Environment and Rural Affairs, Fermanagh & Omagh Learning Community, GP Federation, Integrated Care Partnership, Northern Trust and Southern Trust Chief Executives as well as Directors within the Trust.

The Fermanagh & West Tyrone Pathfinder Strategy Group will meet on a twice yearly basis with meetings choreographed with the Strategic Community Plan meetings. One meeting will be held in the morning, the other in the afternoon as key players are required at both meetings.

In determining the way forward at an operational level consideration has been given to existing workstreams in an effort to eliminate duplication. Where there are workstreams ongoing at regional level Pathfinder will contribute meaningfully to these eg review of urgent and emergency care. Where there is workstreams ongoing as part of the Delivering Value agenda again Pathfinder will contribute and monitor the progress of the workstreams which affects is geography.

The Operational Group as referenced above will incorporate Assistant Directors across hospital and community interfaces working as one system to improve health and social care services (community and hospital). The Group shall also include GP representation and when applicable Commissioning representatives. The Operational Group will be responsible for the collective direction and planning of services across the Fermanagh and West Tyrone geography (ie the geography covered by the Pathfinder project).

The chairmanship of the Group shall rotate between the Assistant Director for Pathfinder and the Expert by Experience Chair and these two officers shall be the link between the Operational Group and the Strategic Group. Collective leadership will be key to the success of the Operational Group.

The Operational Group will meet monthly and will receive updates/checkpoint reports from the subsequent ongoing work streams. The Operational Group will have the flexibility to make change and to look at all services provided across the two hospital sites and its community services.

The progress of Pathfinder will continue to feed into monthly Corporate Management Team meetings (which are Trust-wide) and bi-yearly updates to Directorate Senior Management Team meetings. It is intended that any good practice will be shared on a Trust-wide basis as appropriate.

5. What's next: The way forward



The project is now transitioning from the listening stage to delivering. In order to deliver the project, the Pathfinder team are keeping in line with the four work streams of the regional transformation agenda:

- **Organising Ourselves to Deliver**
- **Building Capacity in Communities and Prevention**
- **Enhancing Support in Primary Care**
- **Reforming Hospital and Community**

At the recent Pathfinder Health Summit, Moving from Talk to Action, which was held on April 11, stakeholders heard details of some of the projects that could be taken forward by Pathfinder. The Team are also very mindful of the promise made by Professor Rafael Bengoa to return to the Trust in 2020 to ascertain progress towards the 'system working' and to see what progress the Pathfinder team have made on projects within its scope of work.

Working under guidance from previous reports such as the Nuffield Trust and Systems, Not Structures – Changing Health and Social Care 2016, it is proposed that the project will take forward principles contained in the documents such as Shifting the Balance of Care and Rethinking Acute Medical Care in Smaller Hospitals within and across the four workstreams.

Information and updates on Pathfinder are available on the Online Hub:

www.westerntrust.hscni.net/pathfinder

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5 (b) What's Next: Co-Production

Pathfinder has coproduction at the core of its agenda and to assist with this there are currently five Experts by Experience who were selected from a variety of people individually applied to become part of the Project. These individuals are all interested in health matters in their area for very different and personal reasons. They are now getting involved in the workstreams that are coming from the Stakeholder Events. The Pathfinder Team would encourage any staff wishing to improve their service to involve service users to benefit from their insight, experience and to give a much greater value to their work.

The role of Experts by Experience will evolve as the project develops and gathers momentum. The role of the Experts by Experience (EBE) at present is to support, empower and ensure that service users including themselves are empowered to be involved working with a solution focused approach and promote joint responsibility for achieving positive outcomes.

The Health and Social Care Reform Act (NI) 2009 placed a statutory legislative requirement on HSC organisations to involve and consult patients, families, carers and local communities on the planning, delivery and evaluation of services.

Experts by Experience will help guide and influence, and uphold the Principles of Co-production.

There is a complete resource with regard to Personal and Public Involvement (PPI) and Co-Production on the Engage website, available at: www.engage.hscni.net



Please find below a short introduction to our present Experts by Experience.

Barry Boyle:

"Health has always been something that is high on the agenda for rural communities. It is something we need to be keeping in touch with and supporting."



Barry lives on a family farm in Cooneen, Fermanagh. He has been employed by the Fermanagh Rural Community Network since October 2003. Barry represents the FRCN on a number of partnership bodies including the Western Health and Social Care Trust Public and Personal Involvement Forum and the Fermanagh and Omagh Community Planning Partnership. He is a member of his local community group, Cooneen/Coonian Community Development Association.

Barry Mimmagh:

"I have experienced the full NHS spectrum and part of the reason I am here is to be an advocate for people like Daniel. There is always room for improvement."



Barry has worked in health care for 23 years. He was a psychiatric nursing assistant and later became a pharmacist after completing a Masters in pharmacy in 2003. He has worked in Tyrone and Fermanagh Hospital in Omagh, Claire House and Erne Hospital in Enniskillen. Barry currently serves in the NHS' Health Research

Authority and is a Member of the Council of the Pharmaceutical Society of Northern Ireland. Barry lives in Ederney with his wife and three sons, and he is a carer for his son Daniel who is severely disabled.

Noel Baxter:

"I have been shouting for my daughter for more than 30 years. There are things we are very lucky to have but there are things that could be improved upon."



Noel is a retired dairy farmer from Ballinamallard, husband to Eva and a father of four. Due to his youngest daughter's rare condition, West's syndrome, Noel has extensive experience with the NHS over the last 30 years and is extremely interested in how services will be provided in the future.

Joey Kelly:

"We have a fantastic health service. I want to give any input can and I hope I can be fit to give this input."



Joey lives in Loughmacrory with his wife and three grown-up children. He was diagnosed with multiple carcinoids of the stomach in 2005 and underwent a gastrectomy. Joey has been a part of the Termonmaguirc Cancer Patients Comfort Fund since 2007

and has been the chairman for the past five years. He was one of the first male clients to use the services of the Charis Integrated Cancer Care and has been meeting people who have recently been diagnosed with cancer.

Kevin Taylor:

"When I saw this opportunity I thought this is fantastic. I have lots of ideas of my own. If I can give something back I will be so happy to do that."



Kevin lives in Omagh and is 60 years old. He's been lobbying for better provision of services in the West for 20 years and was proud to see an air ambulance brought to the region after his lobbying for one. He is also trained on the expert patients programme.

Our five Experts by Experience will be directly involved in the workstreams which will influence the direction of the future Pathfinder planning process.

Work and planning are underway in June 2019 with members of the Experts by Experience Group having indicated which workstreams they would like to be involved in.

Full details and profiles are available on the Online Hub.

"Co-production is a genuine partnership approach which brings people together to find shared solution. It is regarded as the pinnacle of involvement."

5 (c) What's Next: Connected Communities

Connected Communities will be a main feature of the Pathfinder work and will determine the focus of the work undertaken, whether in pharmacies, virtual clinics, domiciliary care, business case development and the Drumclay transition unit. The Connected Communities theme underpins many of the issues and concerns stemming from the Pathfinder engagement phase and will nurture:

- Embedding wellbeing in Fermanagh and West Tyrone
- Measuring wellbeing using an outcomes-based population health approach
- Creating communities that are compassionate and where kindness becomes the underpinning philosophy
- Rebuilding community cohesiveness at three different levels: Community Health; and How we organise?



Gaps in provision?

Map of Northern Ireland showing every GP Practice with a red star

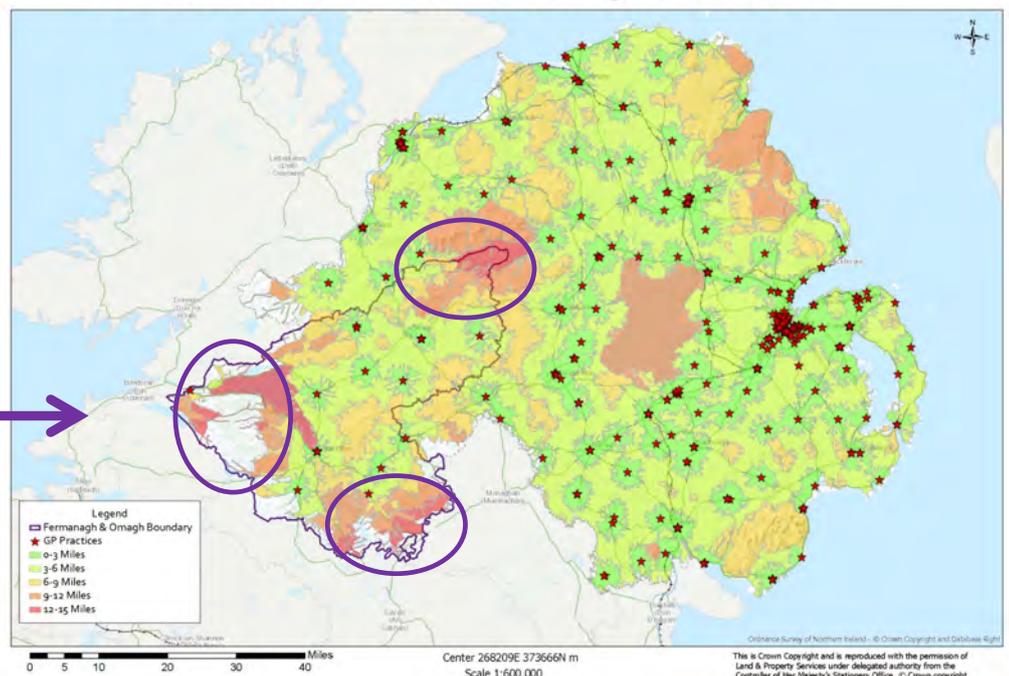
This area highlighted is the Pathfinder region of Fermanagh & West Tyrone

The shaded areas show travel distance to GP Practice

RED: 12-15 miles
White: > 15 miles

Significant gaps shown in these Pathfinder areas

General Practitioner locations showing travel distance



The development and delivery of Connected Communities fits within all four work streams and emanates from the concerns that exist about the sustainability of Primary Care services particularly in three specific geographic areas; - Lisnaskea, Gortin and Belleek.

5 (c) What's Next: Connected Communities

Preliminary research has examined models (which have been proven in regions of the UK and Scotland) that what will be needed is a change to the way that health and social care professionals work in local communities. In fact to develop better clinical and care pathways it will involve, a shift, perhaps a shift in who delivers the care and where the care will be located but definitely a shift away from organisations working independently to a more collaborative approach between services delivered by the Health Service, Council Officers, the Housing Executive, Transport Providers and the community and voluntary sector programmes. It may well involve a widening of the skills mix in general practice with the introduction of new types of workers into the primary care workforce.

Community Health Partnerships will play a key role as they bring together professionals with communities, providing a local forum for discussion and action between people and Health Care Workers Social Workers, Independent Contractors, Specialists, Housing, Transport and third sector organisations.

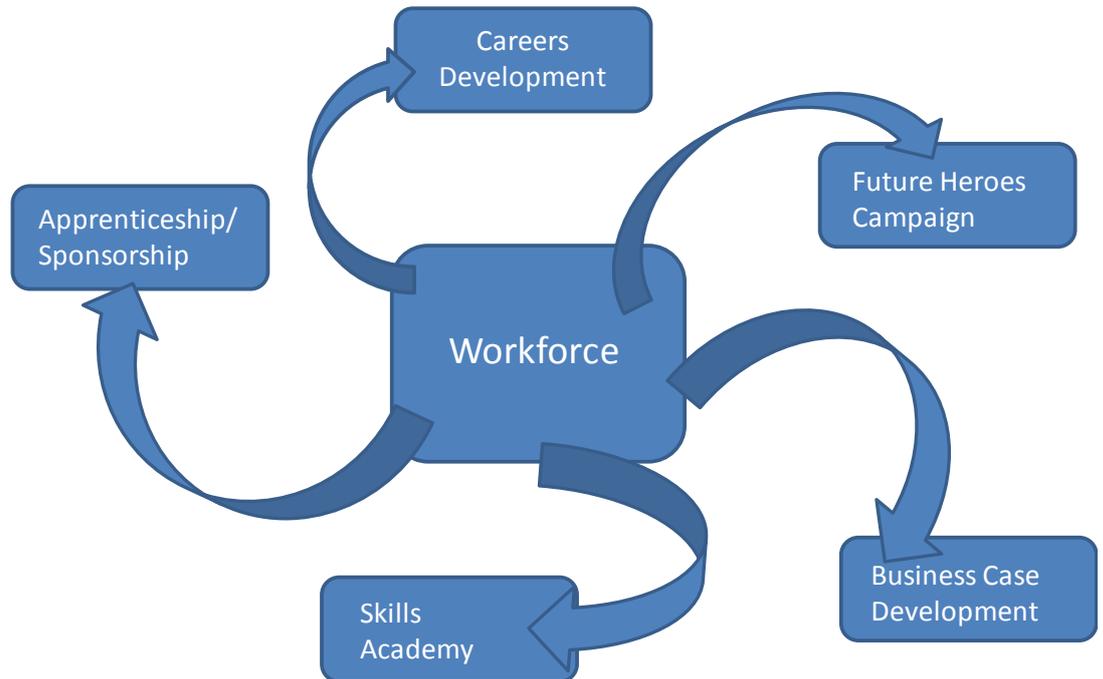
To function effectively it is clear the collaborative approach needs resources which will enable the:

- Development of locality planning networks
- Creation of a database of specific support in the community
- Creation of Community Health Partnerships
- Provision of a phone/digital service to signpost patients to support
- Identification of gaps in service provision
- Provision of support to individuals and groups to fill these gaps in service provision
- Supporting of support organisations and services to network and work together
- Setting up information-giving events
- Development and training of members of the community to become Community Connectors.
- Working with individuals in the most appropriate way for the individual; this might be one-to-one in GP practices, in the community, on the phone, in hospitals, care homes or in patients' homes. Focussing on What is Important to the patient and supporting them to set goals or access the support that they want.
- Working with groups to support people to better self-manage their health and wellbeing by providing self-management courses, group education sessions and peer support groups.
- Working with complex patients, their families and support network who are highlighted through Multi-Disciplinary Team (MDT) meetings.

Over the next 3 months further research will be conducted to determine how the connected service should be delivered in each of the three areas. It is already clear that this will not be a one size fits all approach because of the differences already with the way health and care is delivered in the three areas.

5 (d) What's Next: Workforce

Throughout the engagement phase Workforce issues were consistently raised as a challenge which Pathfinder needed to address at the earliest opportunity. The workforce challenges spanned every profession and service area. The key message was beginning to provide incentives and looking at innovative ways of growing our own talent pool. The diagram illustrates the work that has commenced to realise this ambition.



Through engagement with Schools, Careers Advisors, Colleges and Staff the Pathfinder team have identified a very real need to rethink our promotion and marketing campaigns to the education sector. This has led to a new Communications and Marketing strategy aimed at Primary and Post-Primary Schools.

The Trust's new marketing campaign of 'Western Trust Heroes' is to be extended by linking in and building a profile around 'Future Heroes of the Western Trust' in Primary Schools across Fermanagh and West Tyrone. This will begin in October 2019 with Schools engagement planned to launch the campaign.

Future Heroes...

✓ Build our links with the Education Sector:

- ✓ Post Primary Schools
- ✓ 2nd Level Colleges
- ✓ Universities
- ✓ Learning Communities
- ✓ Skills Academy
- ✓ Work Experience

- ALSO...
- Approach our young people earlier
- YEAR 10 and...
- **PRIMARY SCHOOLS**



Primary School – Primary 7
Health Champions Teams
Building Our Future Heroes in Health...

- October 2019
- Omagh and Enniskillen



6. Conclusion

Pathfinder has, up to this stage, been about listening, communicating and engaging. This has been the largest piece of engagement the Trust has ever undertaken and it has produced a rich vein of information that reflects the views of our communities, staff, elected representatives and those who have lived experience from having accessed our services.

Pathfinder has outlined for you throughout the report how we intend to move forward - using evidence based principles and methodology to provide a long-term, sustainable model of health and social care for Fermanagh and West Tyrone.

This is only the beginning of the journey and ongoing monitoring and evaluation of the project will be key to its success in meeting the particular needs of all our citizens. The organisational structures outlined will ensure that there is a shift from structures to systems. The population health and community indicator data will ensure a targeted approach which will ensure that all of the available resources will duplicate and maximise impact. Collective leadership and effective partnerships will be the underpinning philosophy.

Transformation will require additional funding to enable change and where this is necessary and appropriate Pathfinder will develop a business case to make a compelling case for change.

Pathfinder represents a real opportunity to shape service provision to meet the specific and unique needs of our population. Pathfinder will draw together all of the key stakeholders to working together to deliver better services for everyone.

Myron's maxims create the dynamic that will create enduring capacity to change:-

Our thinking should be influenced by...

MYRON'S Maxims

“ **Revealing the Dynamics
that Create Enduring
Capacity for Change** ”

- 1 People own what they help create
- 2 Real change takes place in real work
- 3 The people who do the work do the change
- 4 Start anywhere, follow it everywhere
- 5 Connect the system to more of itself

Information and updates on Pathfinder are available on the Online Hub:

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What Next?

To view the Pathfinder 'What Next?' Video go to the Pathfinder Online Hub on the link below or Click on the 'What Next?' Video image.



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Information and updates on Pathfinder is also available on the
Online Hub:

www.westerntrust.hscni.net/pathfinder

Progress on the Pathfinder project, updates and further information can be found on the Pathfinder ONLINE HUB:
www.westerntrust.hscni.net/pathfinder



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