

# Setting up a service for pulmonary rehabilitation and wider health and support needs: Isle of Sheppey

## The challenge

More pulmonary rehabilitation services were needed

Sheppey is a coastal area with higher-than-average levels of deprivation

## The approach

Identified funding allowed a programme to uplift pulmonary rehabilitation availability across the winter months, with additional services to address wider needs, including:

healthy weight services

exercise services

stop smoking support

advice on benefits and energy bills

loneliness prevention groups and activities



## Outcomes

90 per cent of scheme participants completed the pulmonary rehabilitation programme

A third of participants signed up for a longer-term wellbeing support service

Service-user feedback indicated that participants had valued the programme

## Leadership lessons



Take time to make sure all partners and stakeholders understand the nature of the initiative and the logic underpinning it



Be flexible when working with partners with different levels of experience or availability



Be prepared to think laterally and amend plans if necessary to enable your project to move forward

# Setting up a service for pulmonary rehabilitation and wider health and support needs: Isle of Sheppey

## The challenge

Leaders at Kent and Medway Integrated Care Board (ICB) identified a local need for greater pulmonary rehabilitation capacity in the Isle of Sheppey, a part of Kent with higher-than-average rates of respiratory disease as well as significant coastal deprivation.

Working with the local primary care network and voluntary sector partners, ICB staff identified a funding source and put in place expanded pulmonary rehabilitation provision in Sheppey.

## The approach

ICB staff and Sheppey PCN commissioned a pulmonary rehabilitation service for Sheppey, which was resourced via a pot of funding identified for proactive primary care work in coastal communities.

The service was put in place in the run up to the winter period when staff anticipated that cold weather would potentially exacerbate the symptoms of people with respiratory diseases. It was designed to complement an existing local enhanced service offering spirometry, but with an extra focus on responding to high levels of deprivation.

For this element of the programme, the ICB team worked with One You Kent, a service commissioned by Kent County Council and delivered by Kent Community Health NHS Foundation Trust, to offer additional services such as healthy weight, healthy diet, stop smoking and physical activity services.

Representatives from this service worked with people accessing the pulmonary rehabilitation service to address their wider needs.

The team also worked with other voluntary sector organisations, charities and private organisations in Sheppey to offer help for people experiencing issues such as loneliness, isolation and physical activity, as well as signposting to other services available on the island. A representative from Job Centre Plus talked to service users about different cost-of-living benefits that they may be entitled to, and there was also support available to help people to find the most economical options for electricity and gas supply. Because public transport is limited in the east of the island, free transport was offered to patients that needed it to access the service. Free refreshments and a meal were also provided to service users.

## Outcomes

A target was set of attending six of 12 sessions offered in order to complete the course. During the period when the scheme was operational, the completion rate was very high, with more than 90 per cent of participants (34 out of 38 people) achieving this target.

Organisers concluded from service user feedback that service users had liked the approach and had been committed to the programme. Around a third of participants accepted the offer to continue on a longer running programme via One You Kent.

## Leadership lessons

Toby Toms, project manager for primary care transformation, development and improvement at NHS Kent and Medway, said the team had to work rapidly to mobilise the service to a tight timescale, launching the pulmonary rehabilitation service before all of the other organisations had joined the project.

Toby describes the main leadership skills he deployed during the project as being clear about objectives and thinking laterally when challenges arose. He used his leadership skills to demonstrate to the clinical service provider how the community-focused services offered by One You Kent would be able to augment the pulmonary rehabilitation provision that was at the core of the programme.

To maintain momentum, Toby briefed new partners on the project strategy as they joined the scheme. Because the scheme involved organisations that had been established for different lengths of time, he ensured his approach was sufficiently flexible to keep everyone engaged and up to date.

Because a wide variety of different specialties and areas of expertise were involved, he found himself explaining to participants about the nature of initiatives such as the social prescriber role.

“It was really helpful in bringing people together and understanding how they can work together as a wider team in offering holistic treatment.”

Toby Toms, Kent and Medway ICB