

10 years of MSK transformation

Video transcript

Natalie: Over the last decade, we've undeniably shifted musculoskeletal care for the people of Sussex.

Laura: The real shift has been from that biomedical model into a bio-psychosocial model whereby we're really looking at a person as a whole, not just someone who comes in with a knee, or a shoulder. It's really about enabling people to look after their care holistically.

Natalie: And we think we've done that through seven key ingredients.

Collaboration

Natalie: Sussex MSK Partnership Central is formed of Here and Sussex Community NHS Foundation Trust. Together we hold the prime contract, meaning that we receive the totality of the spend of MSK care for our population. This means that we can invest in care which is most impactful over a longer term.

No one organisation has the single expertise to deliver this. So we've created a good network of relationships with primary care, secondary care and the voluntary sector. In 2019, we won the HSJ Partnership of the Year award in recognition of this collaboration.

Quality

Laura: Delivering safe, high quality care is embedded in everything that we do. We deliver high quality care, which is highly complex, at scale and in recognition of being able to do that, in 2019 we were awarded Outstanding by the CQC. This drive for quality care really creates a culture of innovation, and we're always seeking to improve.

Culture

Natalie: We have created a ground-up culture of shared values and true partnership. Colleagues within the service see themselves as their Sussex MSK Partnership identity first, more than their employing organisations.

This was very intentional. We invested in the early days in creating a single set of shared values, and people all understand how their role plays a part in creating our purpose: Human and unhurried care. This culture manifests in better care for the people who are seeking it, but also care for those who we work alongside.

Personalisation

Laura: Our approach to personalisation has always been pioneering. We were one of the first organisations to have a Personalised Care Lead and now it's talked about more freely and everybody's doing personalised care, but at the time it was really innovative and we really embraced it.

Personalised care is really important for individuals because what it does is it focuses on them as individuals and what they need from the system and not pushing them down a pathway that they don't require. And therefore we're using the resources really well.

Data

Natalie: Our decisions are data led, which means we can use our award-winning suite of analytics to optimally use resources now and into the future and give a view of the whole system.

We use high quality information to take action. An example of this is our health equities data, where we can understand who in the population is using our services and what their experience is and crucially, who isn't and what we can do to help support them.

Community

Laura: We're using our data to really understand our population and actually look and see who we're not serving and make sure that we're doing things proactively to involve these individuals. We were the first organisation nationally to have a Patient Director.

We've evolved our language in terms of trying to avoid the term patient and move into what we're calling Health Builders, who have a lived experience with MSK conditions. Our Health Builders are part of our governance structure and our improvement program and help to co-create our services as we go forwards.

Vision

Natalie: In the wake of COVID, we spent some time looking at what MSK services felt like for those receiving care and those providing it, and what will be needed for them to thrive in the future. As a result, in 2022, we published the Case for Change: Creating and Sustaining Excellence in MSK Care. This sets out our vision for the future of MSK care, harnessing community power and creating radical change for the betterment of health.

An example of this is our community appointment days, which we've run over 2023. The national response to our community appointment days really shows that the system is hungry for this sort of change.

Laura: So we just want to take a moment to thank everybody for their contribution to the organisation over the last ten years. It's been amazing.

Natalie: To all our colleagues, Health Builders, all of our people with lived experience who've been involved in co-creation, all those in the voluntary sector, we just want to thank you all so much and let's see what the next ten years brings.

