

# Welcome to Big Chat 11 meets Annual Review

Bootle Cricket Club  
12 September 2019



@NHSSSCCG #BigChat11

# Welcome

Dr Craig Gillespie

Chair

NHS South Sefton CCG



@NHSSSCCG #BigChat11

# What we will cover

- Housekeeping
- Take a look at the marketplace stalls
- Our CCG rolling displays cover:
  - Highlights of our work and achievements in 2018-2019
  - Breakdown of how we spent the money we are allocated
  - Examples of how we involved you in our work
- Pick up a copy of our annual report and accounts
- **We're filming and taking photos, so let us know if you do not wish to be included**



# What we will cover

- **Our year and where we are now** –including how we are addressing the NHS Long Term plan
- **Developing our Sefton 5 year NHS plan** - what it means for future health and care
- **Your views so far** - Healthwatch Sefton's report on views about our local and national NHS plans
- **Maximising quality and efficiency of your care** – our ideas to do this, and your chance to input
- **Q&A surgery** – put your queries to our team at the end



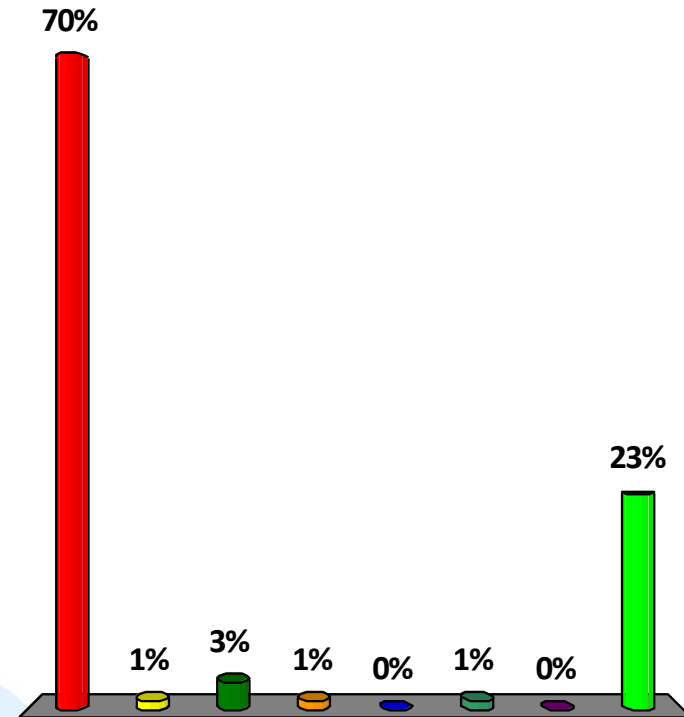
# Any questions?

- Write your questions on a pink question form and pass to a member of the CCG team on your table at any point in the event – we will contact you after the event
- **Or**
- Raise them at the Q&A surgery at the end of the event - please speak to one of our senior leadership team



# Q. How did you hear about today's Big Chat?

1. Letter / email invite
2. Newspaper article
3. NHS South Sefton CCG website
4. Social media –Twitter
5. Radio Merseyside
6. GP practice / screens
7. Poster / flyer
8. Other



# Our year and where we are now

Fiona Taylor  
Chief officer  
NHS South Sefton CCG

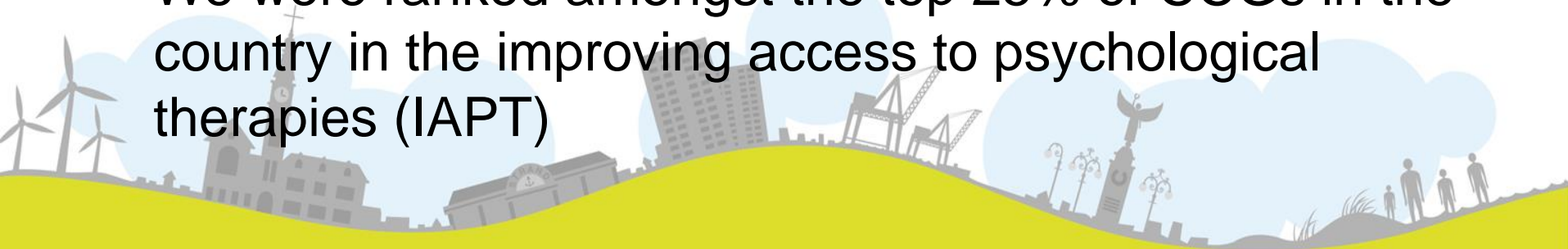


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# Some of our achievements

## In our annual assessment for 2018-2019:

- We were rated 'outstanding' for the quality of diabetes services
- Local cancer services ranked fifth best in the country for patient experience.
- The results recognised high survival rates of over 70% amongst patients one year on from their cancer diagnosis
- We were ranked amongst the top 25% of CCGs in the country in the improving access to psychological therapies (IAPT)





# How we involved you 2018-19

- We were awarded the highest ‘green star’ rating in the annual CCG assessment of how well we involve our residents
- We continued to involve patients in our review of over 100 local health policies, inviting people to share their views and experiences
- We held a ‘Your Youth Health Day’ to gather insight of young people’s knowledge and experience of health services

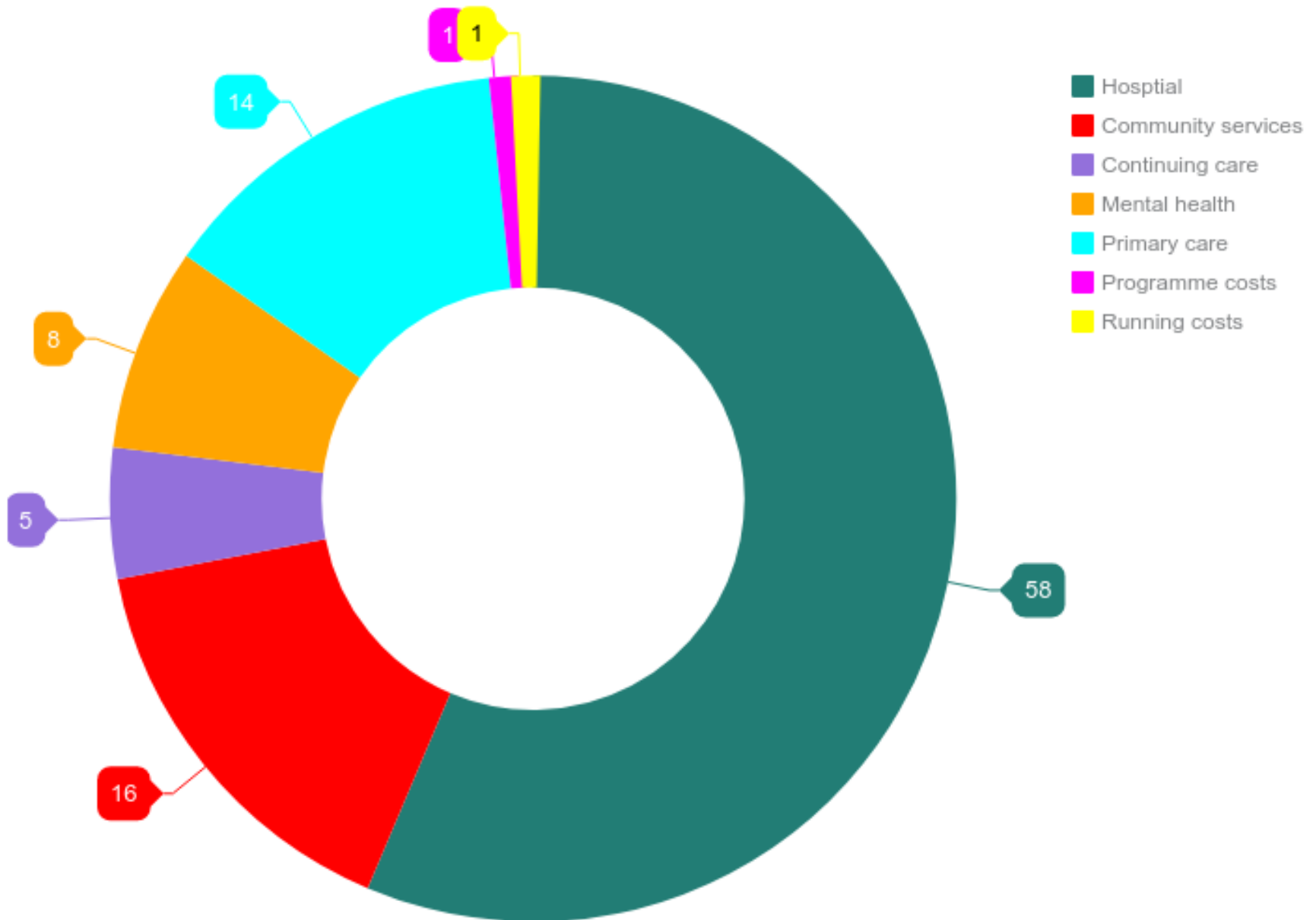


# How we involved you 2018-19

- We joined forces with Healthwatch Sefton to hold several health themed events, for example, GP 7 day access
- We collaborated with CVS colleagues to strengthen our networks with minority groups, which have now been extended to include travellers and the homeless
- We worked with transgender residents to develop our Trans Health Sefton service, to improve health outcomes and support for these patients



# How we spent our money



# Our performance 2018-2019

- We had a budget of £250 million that equates to £1,607 for each person living in south Sefton
- Our financial position improved during the year. We reported a £1 million surplus, compared to a deficit of nearly £3.6 million the previous year
- Maintained 'requires improvement' rating in the annual assessment of CCGs reflecting our hard work during increasingly challenging times

**For more examples of our performance and achievements, see our market place displays and pick up a copy of our annual report and accounts**



# NHS Long Term Plan

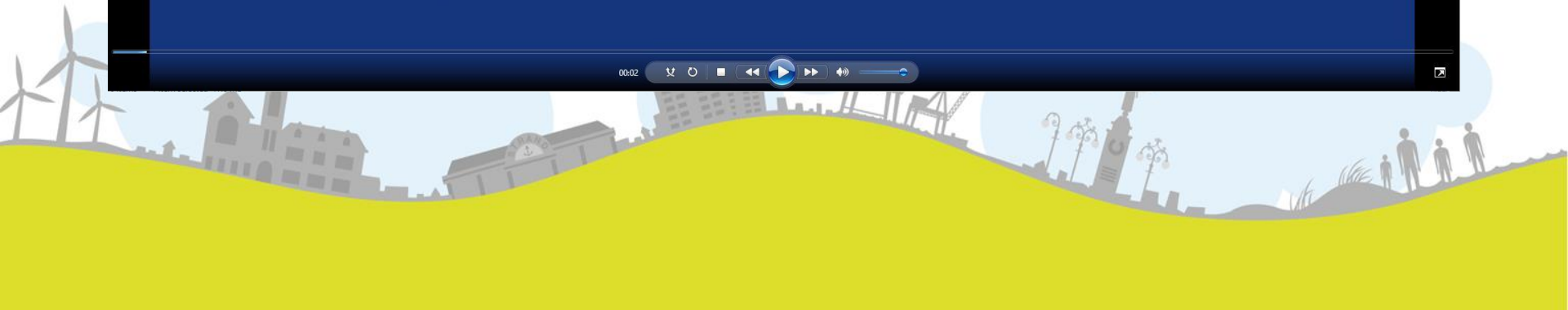
- A new service model for the 21st century
- More NHS action on prevention and health inequalities
- Further process on care quality and outcomes
- NHS staff will get the backing they need
- Digitally enabled care will go mainstream across the NHS
- Taxpayers investment will be used to maximum effect



# Short film – NHS Long Term Plan



South Sefton  
Clinical Commissioning Group



# Sefton Transformation Programme

- Bringing together partners from across health and care in Sefton with a collective ***vision:***
- “We want all of our health, care and wellbeing services to be more joined-up with as many as possible provided in our local communities. We want to empower you to make positive changes to the way that you live and make it easier for you to get the right support in the right place first time so that you can live longer, healthier and happier lives.”



# Our transformation partners

- NHS Southport and Formby CCG
- Sefton Council
- Mersey Care NHS Foundation Trust
- Southport and Ormskirk NHS Hospital Trust
- Aintree University Hospital NHS Foundation Trust
- Lancashire Care NHS Foundation Trust
- North West Boroughs Healthcare NHS Foundation Trust
- Alder Hey Children's Hospital NHS Foundation Trust
- Liverpool Women's NHS Foundation Trust
- Sefton Primary Care Networks
- Sefton GP Federations
- NHS England and Improvement
- Voluntary, community and faith organisations
- NHS West Lancashire CCG





# Our plan for change

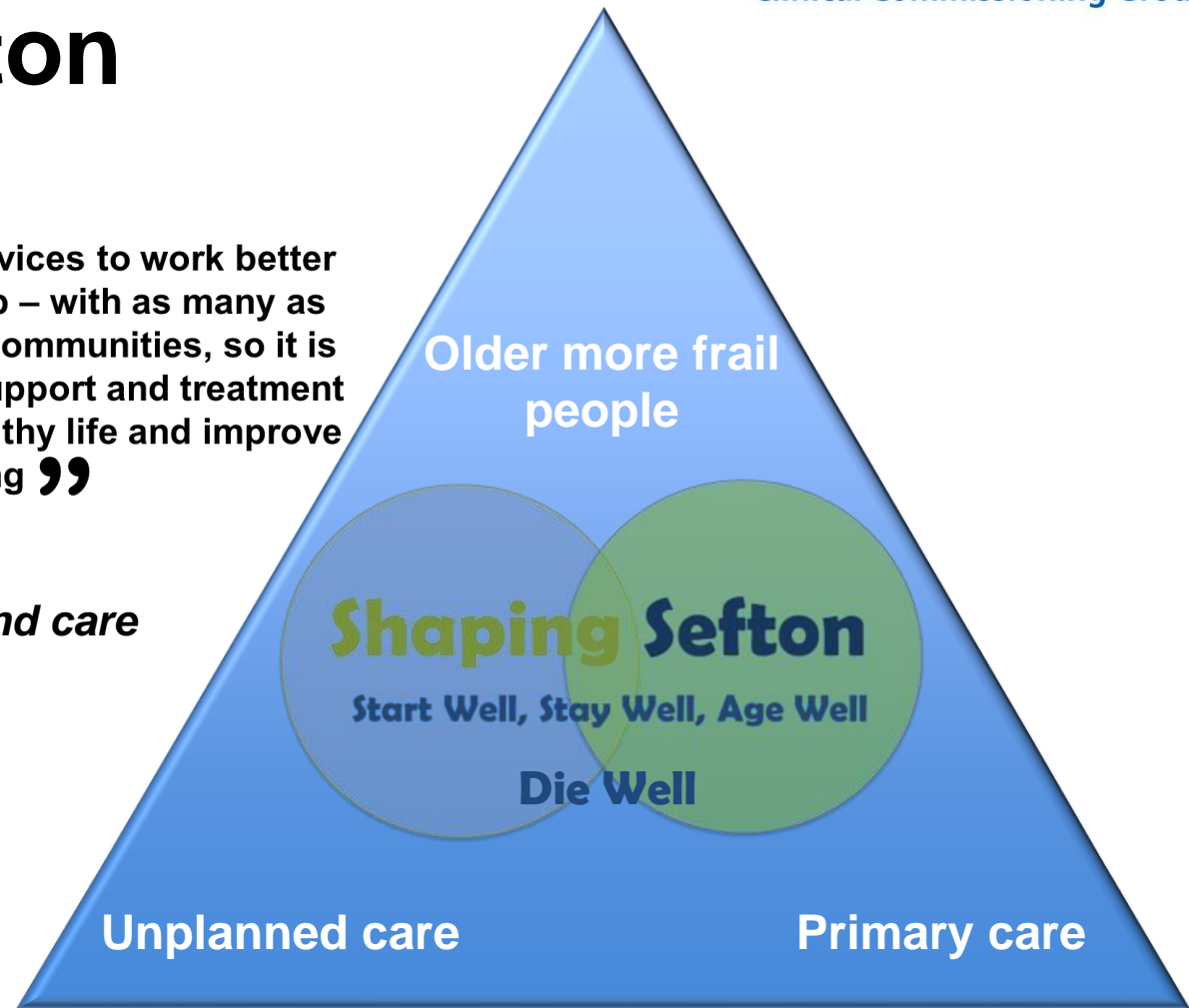
- Building on Shaping Sefton to develop a new 5 year plan for health and care in the borough
- This will address local needs set out in Sefton's Health and Wellbeing Strategy, as well as the requirements of the NHS Long Term Plan
- Your views informed Shaping Sefton and we continue to invite your feedback as we design Shaping Sefton II



# Shaping Sefton

“We want all health and care services to work better together – to be more joined up – with as many as possible provided in our local communities, so it is easier for you to get the right support and treatment first time, to help you live a healthy life and improve your wellbeing”

We call this:  
*community centred health and care*



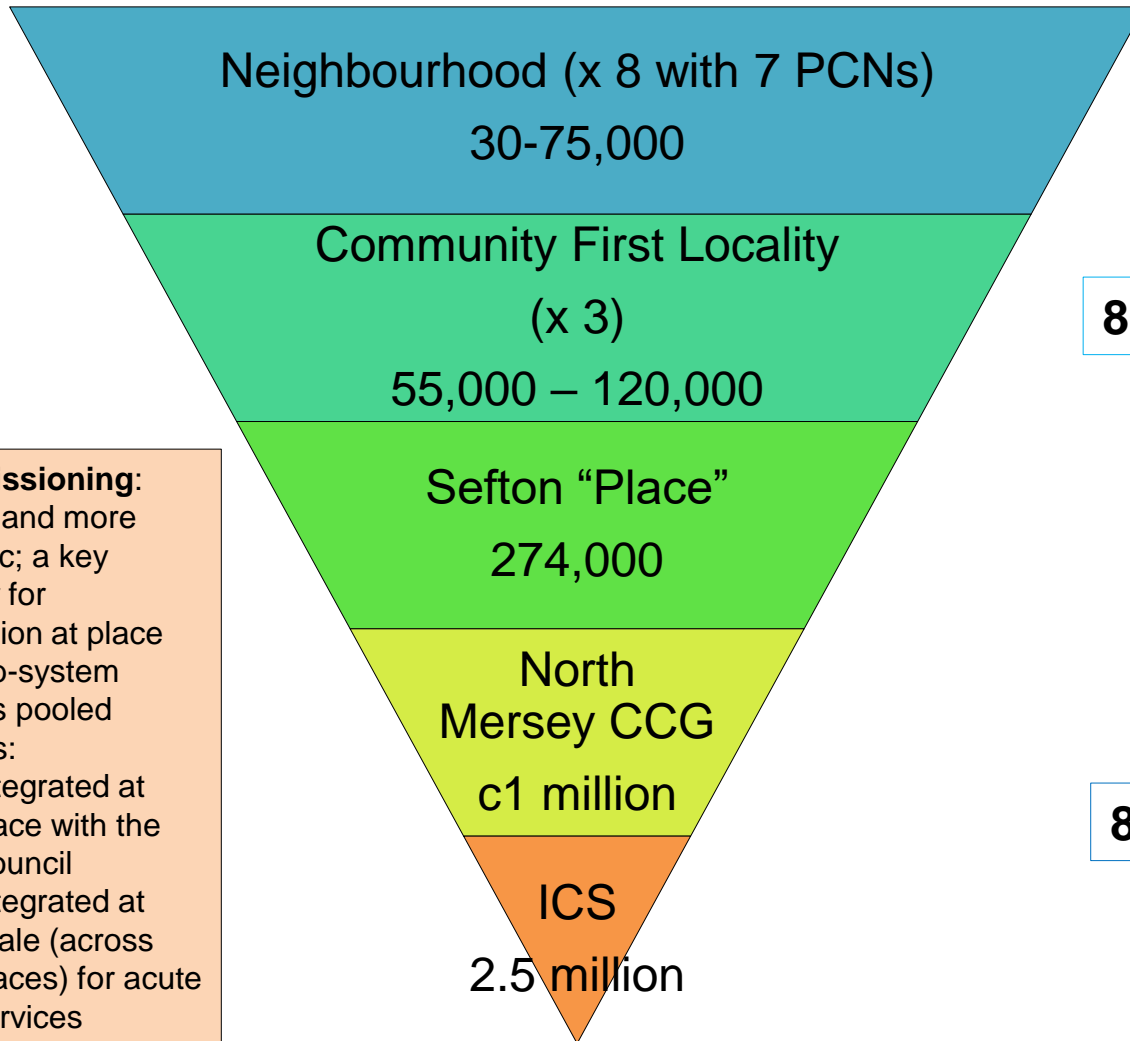
**Our vision**  
5 year strategy



**Shaping  
Sefton**  
Community  
centred health  
and care



# Future landscape



**Service Provision:**  
Based on "... footprints that respect patient flows"

Applying pareto's law:  
**80% of service provision is expected to be within "place" and built upwards from PCNs.** Place is the emerging footprint (in C&M) for an ICP with vertical integration and where population health management is embedded

**20% of service provision is "at scale" supporting acute collaboration across places** and new acute provider group models as per Salford and Warks

80 %

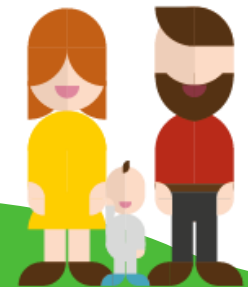
80 %

**Commissioning:**  
Leaner and more strategic; a key enabler for integration at place and sub-system levels is pooled budgets:

- (1) Integrated at place with the Council
- (2) Integrated at scale (across places) for acute services

# Sefton NHS 5 year place plan Shaping Sefton II

**Big Chat**



**Cameron Ward**


**Programme Director – Sefton Transformation Programme**

# Context

1. Joint Strategic Needs Assessment priorities
2. 4 pillars of public health:
  - Wider determinants
  - Our health behaviours and lifestyles
  - Integrated health and care system
  - Places and communities we live in
3. Start well, live well and age well
4. Need to meet quality standards in health services eg acute services
5. Health and care finances not in balance – workforce shortage
6. Increasing elderly population
7. Increasing incidence of children, young people and adult mental health
8. Children and young people's poverty
9. NHS Long Term Plan requirements eg reducing health inequalities, anchor institutions, social value



# Our Approach

- Define context, initial ambition and priorities
  - Engaging with local groups, NHS organisations, Sefton Council, working closely with the Public Health Team
  - Aiming to align the plan with the evolving Health and Wellbeing strategy
  - Population health focus including how best the NHS can contribute to the wider determinants of health
  - Using the draft outline plan refine the ambition and priorities
  - Finalise plan in November
- 

# Progress since 2014

- Improved access to GP practices with many open seven days a week
- Development of Primary Care Networks to improve the delivery of services and patient experience.
- Improving after care for those who have sought emergency treatment through A&E
- Better linking cancer services with community based support and improving awareness and screening for patients
- Laying the foundations for a community based cardiology service which will bring services closer to people's homes and include diagnostics for patients



# Progress continued...

- Reviewed children and young people's audiology services to improve the patient journey.
- Developed a community hub for diabetes in Litherland with all of the specialists, including a dietician, under one roof. A similar satellite hub has been developed in Maghull.
- Working closely with the Voluntary Community and Faith sector to improve and encourage “social prescribing”, where people are referred for a range of programmes - particularly for those with mild to moderate mental health problems.
- Carried out a full review of mental health and dementia services

# Our Ambitions

## Our Ambitions

1

### A healthy balance

Did you know that there is a 12-year difference between the life expectancy in the poorest parts of Sefton compared to the richest parts? Our goal is to reduce that gap through targeted advice, information and support with health care when it is needed, helping you to live longer.

2

### Great expectations

We want to make sure that you are able to live your best life by helping you choose to live longer, healthier. We want to help you increase the amount of years you live free from any major health conditions.

3

### Early intervention

If you need help, the sooner we step in the better it is. That's why we are promoting early intervention through our health care system, making sure that any worries that you have are seen to as quickly as possible before they turn into major problems.

5

### Empowering self-care

Helping you to care for yourself is very important to us. Self-care and lifestyle changes, such as not smoking, doing more exercise and eating and drinking healthily can make a big difference to you - from weight loss to managing mental existing conditions.

This also includes helping those people with long term conditions, eg diabetes, or recovering from cancer to maintain as healthy a life as possible. After all, real change can only come from within.

7

### Planning ahead

There are long-term NHS goals that we have to meet to make sure that you are well looked after. These goals include; reducing your waiting times, supporting maternity services, reducing health inequalities and tackling diabetes, improving outcomes from cancer and supporting people with mental health problems at a local and national level.

6

### Access to high quality services

"We want to make sure that your health and care systems are the best that they can be, meet required quality standards and are located where you need them most. We are constantly looking for new ways to improve and meet your needs efficiently and effectively."

4

### Prevention

Prevention and intervention go hand in hand. This is why we are encouraging people to stay healthy and active to prevent health and wellbeing problems later on in life.

8

### Sustainability

We currently spend more money than we get. We want our health and care system to be financially sound. We have to understand how we can manage our money in a way that meets all of your needs. We also want to be able to maintain the high quality of care available, no matter what happens politically and economically.

Because of this we have to make sure that we are prepared for all circumstances and have the services in place when and where they are most effective.

9

### Maximise social value

We want the NHS and other public sectors to be of value to you. We want to create a service that you love and trust, an employer who is fair and loyal and a pillar that the community can depend on. We aim will do this through constant communication and transparency about what we are doing and why.

This includes the five main things which make the NHS an "Anchor Institution":

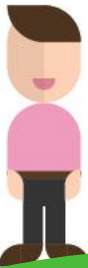
- Purchasing more locally and for social benefit
- Using buildings and spaces to support communities
- Widening access to quality work
- Working more closely with local partners
- Reducing its environmental impact

Take our short survey on the **Sefton NHS Five Year Place Plan** to help us help you.

[www.seftonfiveyearplan.co.uk](http://www.seftonfiveyearplan.co.uk)

# Priorities (1)

- **Providing help and support where it is most needed. This includes:**
  - removing barriers to access
  - distributing resources and intervention proportionately to address need so as to achieve more equal outcomes
  - recognising the earlier onset of conditions in deprived areas compared to the least deprived areas
  - increasing the amount of funding for prevention and maximise the use of the VCF sector
- Support by CCGs, providers and Primary Care Networks (PCNs):
- Range of actions to help improve health and reduce health inequalities



# Priorities (2)

Based on local and national evidence the following are also some of our priorities:

- Child development – ensure all children are ready for school
- Mental health (all age) – ensure timely access services and support
- Prevention and early intervention (all age)
- Looked after children –reduce the number and ensure better health.
- Obesity (all age) –reduce levels and turnaround current increase at age 11.
- Smoking –continue to reduce, especially in deprived areas and when pregnant.
- Alcohol and substance misuse – to reduce the impact in all ages
- Cancer – Prevention, screening and earlier intervention.
- Social isolation – acknowledging this is a significant issue for older people.
- Dementia –reduce onset and provide support for patients and their families
- Frailty – reducing the incidence of falls
- Dying well - supporting people to die at their place of choice

# DRAFT A confident and connected borough - future health, care and wellbeing in Sefton

*Health, care and wellbeing services are joined-up, with many provided in local communities. Empowered people make positive changes to their lives and it is easy to get the right support in the right place first time and they live longer, healthier and happier lives as a result. There has been a reduction in health inequalities and key identified needs have been addressed*

Living, working and having fun

Integrated Care Partnership

Integrated Care System

## **Healthy behaviours and lifestyles**

Early Intervention, Self-Care and Prevention: coordinated and seamless healthy living.

Health, care and well-being services offer **prevention and early intervention services** in partnership with **voluntary, community and faith sector services**.

**Mobilised communities** are empowered to actively engage in self-care and wellbeing **for all ages**. **Integrated intelligence systems** support self care and prevention; 'make every contact count' is embedded and enables risk stratification for targeted and personalised services.

## **Integrated health and care**

**Primary Care Networks** are part of a multi-disciplinary and multi-agency **integrated care team** across all **health, care and wellbeing** providers with a **digitally enabled single point of access** and targeted care coordination supporting geographies of 30-50k population, with GPs as the **senior clinical leader** and an overseer of patient care.

People know what **local services** are available to access for **any urgent needs** and will have access to **care navigators** to help them access services. People will experience **seamless care between the hospital, community and primary care** with integrated services making sure they are home and accessing community care as quickly and as safely as possible. Services are available closer to home and outside of the hospital setting wherever possible with **Integrated Specialist Teams**.

## **Optimised acute care**

**Urgent & Emergency Care** and **Planned Care** are focussed on whole pathway optimisation for physical and mental health and people only **attend hospital when they need inpatient or specialist outpatient care**.


People can access to **acute services** which will provide quality services that meet **national standards**, achieve **best practice** and deliver the **best possible clinical outcomes**. This, in most cases, will be **delivered locally**, but for **some areas this may be further away** to ensure the **best possible expertise, facilities and care** are available.


*Starting well... living well... ageing well... dying well...*

 **21<sup>st</sup> Century digital and technological solutions**

 **An integrated trained flexible workforce supports care delivery; system leadership enables empowered teams to work 'without walls'**

 **Financially sustainable and working to a capitated budget maximising the Sefton £**

 **Whole system optimised estates across Sefton**

 **System level coordinated communication and engagement**

Strategic commissioning

Primary care networks

On the move

# Next steps

- Continue to engage with the public, voluntary sector groups, Healthwatch, NHS organisations and Sefton Council
  - Final engagement event on 9 October and online survey until October
- Await feedback from Cheshire and Mersey Health Care Partnership
- Refining the plan in September and November based on feedback
- Finalise plan November
  
- Take our survey....

[www.seftonfiveyearplan.co.uk](http://www.seftonfiveyearplan.co.uk)



## Comments and feedback to:

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Sefton Health and Social Care Transformation Programme  
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[cameron.ward1@nhs.net](mailto:cameron.ward1@nhs.net)

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Sefton Health and Social Care Transformation  
Programme  
0151 2967110  
07909 876963  
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# Short film – The King's Fund

Sefton  
Health and Care  
Transformation Programme





**healthwatch**  
Sefton



# NHS Long Term Plan Report

## What would you do?



# What is Healthwatch Sefton?

- Healthwatch is here to give children, young people and adults a powerful voice both locally and nationally.
- Healthwatch Sefton will work to help people get the best out of their local health and social care services whether it's improving them today or helping to shape them for tomorrow.
- Our role is to ensure their views are taken into account by service providers – and their commissioners.
- We are part of a national network of local Healthwatch.



# Why did we engage with you?

- Our national body, Healthwatch England asked us to work with local people to find out what their priorities were.
- The NHS Long Term Plan also known as the NHS 10-Year Plan sets out its priorities for healthcare over the next 10 years.
- We used a national survey to find out what Sefton residents wanted our local NHS to prioritise on.
- We spoke with over **200** local residents and held **2** focus groups.



# What was important to you!

- 6 Access to help and treatment when it is needed.
- 6 Keep independent and stay healthy whilst getting older.
- 6 Be able to stay in your own home for as long as possible.
- 6 Access financial support for adaptations in your home
- 6 Being involved in the decisions about your support and treatment.
- 6 Being offered care and support in other areas if you cant be seen in a timely way in Sefton.



# What was important to you!

- Being able to talk to your doctor or other health professional wherever you are.
- You want to be able to use technology more to access services but want to ensure your personal data is secure.
- Better access to GP appointments.
- You would like to see more accessible services in the community, for example through the creation of health and wellbeing centres and 'one stop shops'.
- People with specific conditions felt that they would rather see someone they had seen before.



## *Help to be healthy*

Many people told us that they would like to lose weight and to attend exercise classes with some suggesting these should be made more easily accessible and cheaper.

***“Facilities in the community to help me maintain a healthy life. Many that were available last year have now closed including importantly a number of the physical exercise classes suitable for people like me with disabilities.”***

## *Health Education*

People also commented on receiving information about health care and self-help mechanisms:

***“Better education about major health issues, Blood pressure, Diabetes, Stroke. We know lots about heart attacks and Cancer but not a lot about the above.”***



# *Affordable health and wellbeing services*

*“Affordable and easier transport to self-help activities.”*

*“Be able to get fruit and veg at reasonable price if you are on a limited income or have to use a food bank.”*

*“Being able to access GP appointments outside working hours, for example during and weekends.”*



## **Support in the home**

***“Availability of practical help for working-age people with acute illness who live alone.”***

***“Stop asking elderly residents to move location to access their care at the end of their lives... we don't provide adequate home care so they move to residential care ...then as they deteriorate they have to be moved to a nursing home... and if there is further deterioration they are moved again at the very end into hospice or hospital. What's wrong with escalating care up and down appropriately in a person's own home... It would be a lot cheaper and better for the people involved.”***



## *Financial support/ funding*

*“Some appropriate financial incentive to stay at home safely e.g. to make adaptations to home or employ appropriate carers.”*

## *Support with public transport*

*“Improved public transport - particularly buses in Southport. Routes have been cut which means there is no local bus service any more to my GP surgery - there were at least three options up to about two years ago.”*

## *Community support*

*“My neighbours and community help to retain my independence.”*





## *Funding for local services*

You mentioned about the need to fund extra staff and that better online services are needed. You also shared feedback about the need to fund better treatment and to look at how funding is spent.

## *Staff*

Along with investment, it was recognised that funding challenges and demand for services was putting the NHS and particularly its staff under strain, which impacts the way in which services are delivered to patients. We received praise from various people regarding NHS staff, while others were asking for more staff consistency and staff training.



# Appointments

GP appointments were also mentioned by respondents, and for a number of reasons, including accessibility such as the ease of making weekend appointments; and the quality of appointments, including how much time people get to spend with their GP.

Appointments with hospitals was also mentioned;

***“Care should be joined up so that patients don't have to follow up appointments or referrals themselves.”***



# Communication

A common theme which people highlighted was the need for effective communication both within the NHS and when talking to patients and signposting them to other services. People also told us about the need for better information and better access to information

***“Effective communication contains actual information about who you are seeing, for how long and why. Too many letters just say ‘x clinician at y place’ . Often I have no idea what I am going for, how long I can expect to spend there or what the appointment is about. As a carer I need information about how long to plan to be away otherwise I just can’t attend.”***



## Next steps

- The views you shared with us have been included into a report that covers Cheshire & Merseyside and your views were very similar to those in other areas.
- There is also a report which just shares in more detail what Sefton residents told us. You can find both of the reports on our website [www.healthwatchsefton.co.uk](http://www.healthwatchsefton.co.uk)
- Your views have been incorporated into Sefton's NHS 5 year place plan "I would like" and Healthwatch Sefton will continue to ensure that your views are listened to by the Sefton Health & Transformation Board.



# Thank You



# Over to you

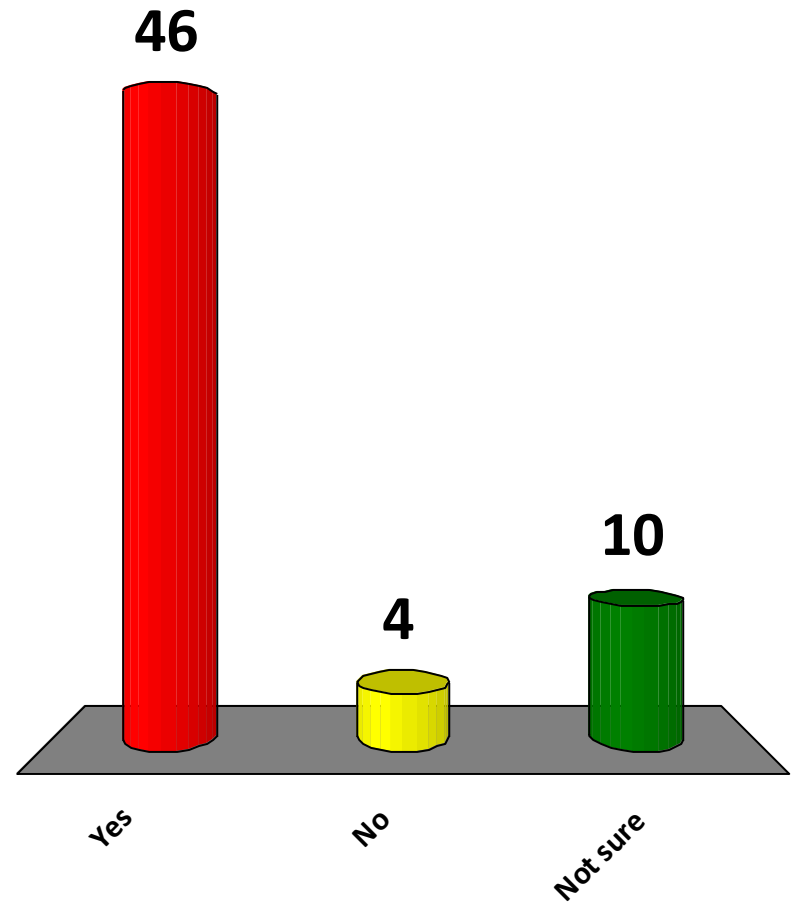
- Have we got our ambitions right?
- Are we heading in the right direction for the people of Sefton?
- Is there anything missing?



# Question 1

After today's discussion are you supportive of our 5 year plan?

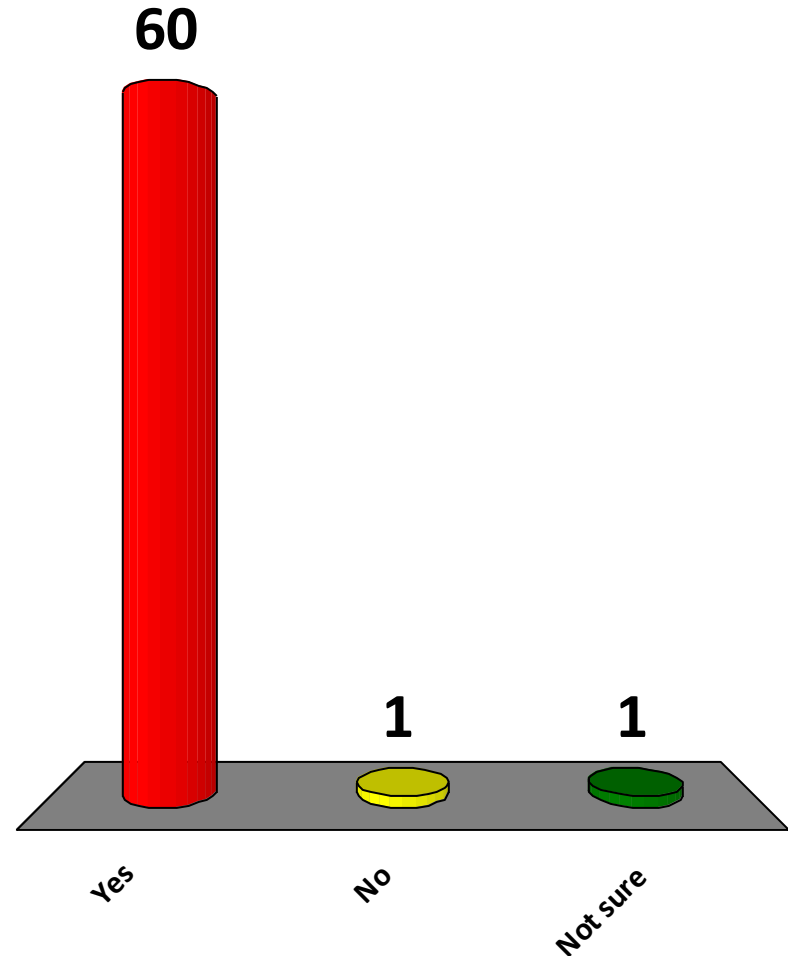
1. Yes
2. No
3. Not sure



## Question 2

Are we right to focus on wellbeing factors, such as encouraging exercise and reducing pollution to help improve health?

1. Yes
2. No
3. Not sure





# Enjoy a short break and visit the marketplace

## See you in 20 minutes



# Maximising the quality and efficiency of your care

Karl McCluskey, director of strategy and outcomes  
NHS South Sefton CCG



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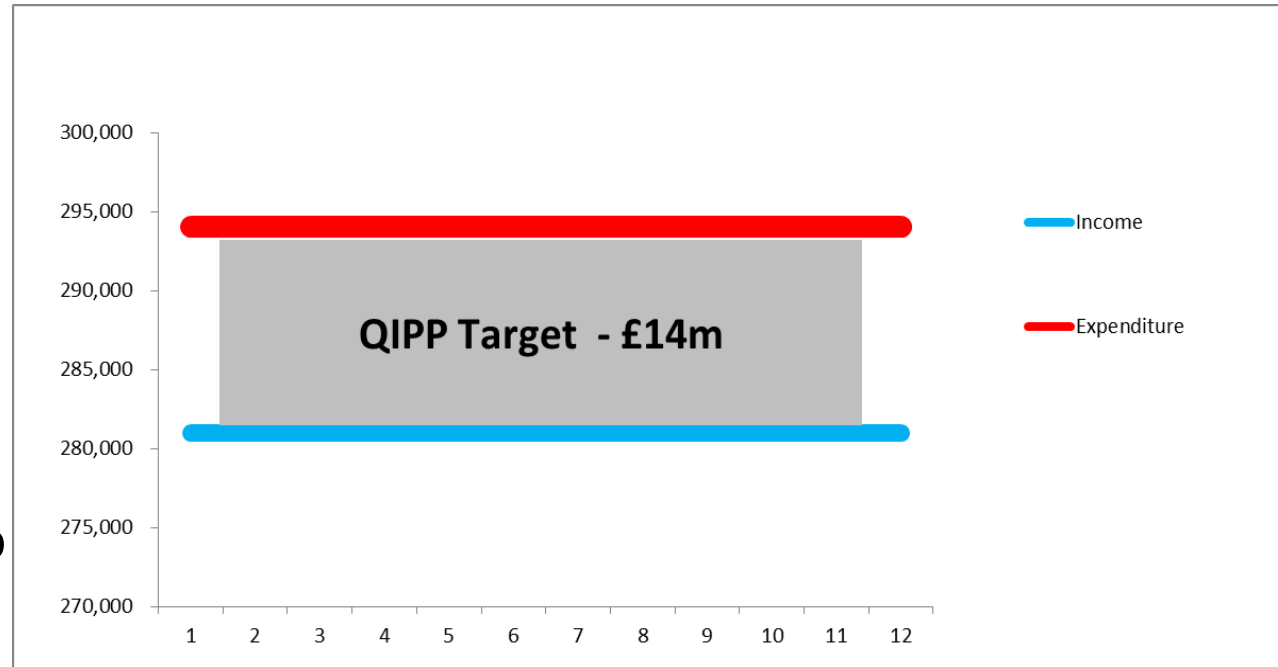
# What's the challenge?

- We want to ensure that every pound we spend in Southport and Formby on services offers the maximum benefits and quality of care to our patients and residents
- We do this through our local Quality, Innovation, Productivity and Prevention programme, known as 'QIPP'
- We set ourselves an annual 'QIPP challenge', describing where we intend to make quality improvements
- We do this by releasing savings in areas of spend that are not so effective or efficient
- This is also important in helping us to meet our financial responsibilities



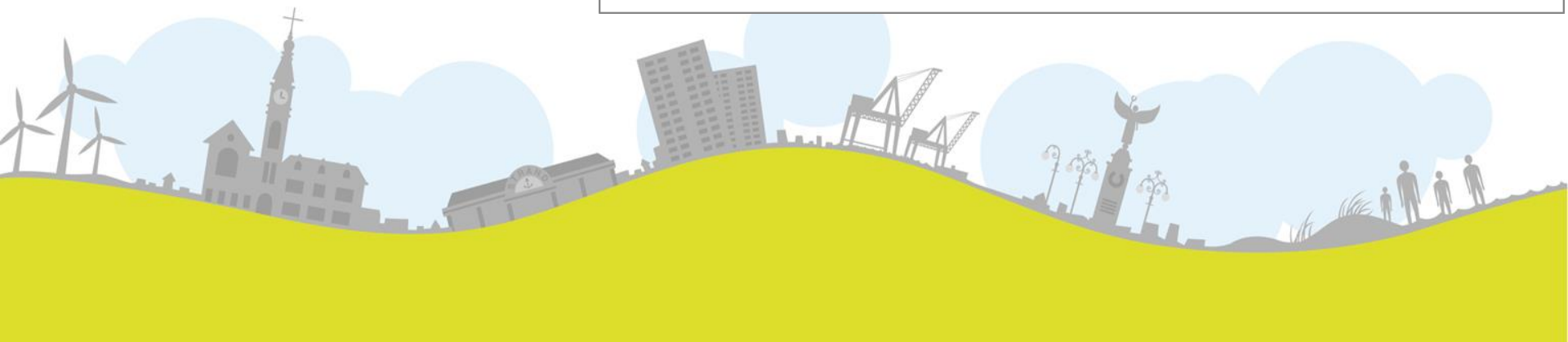
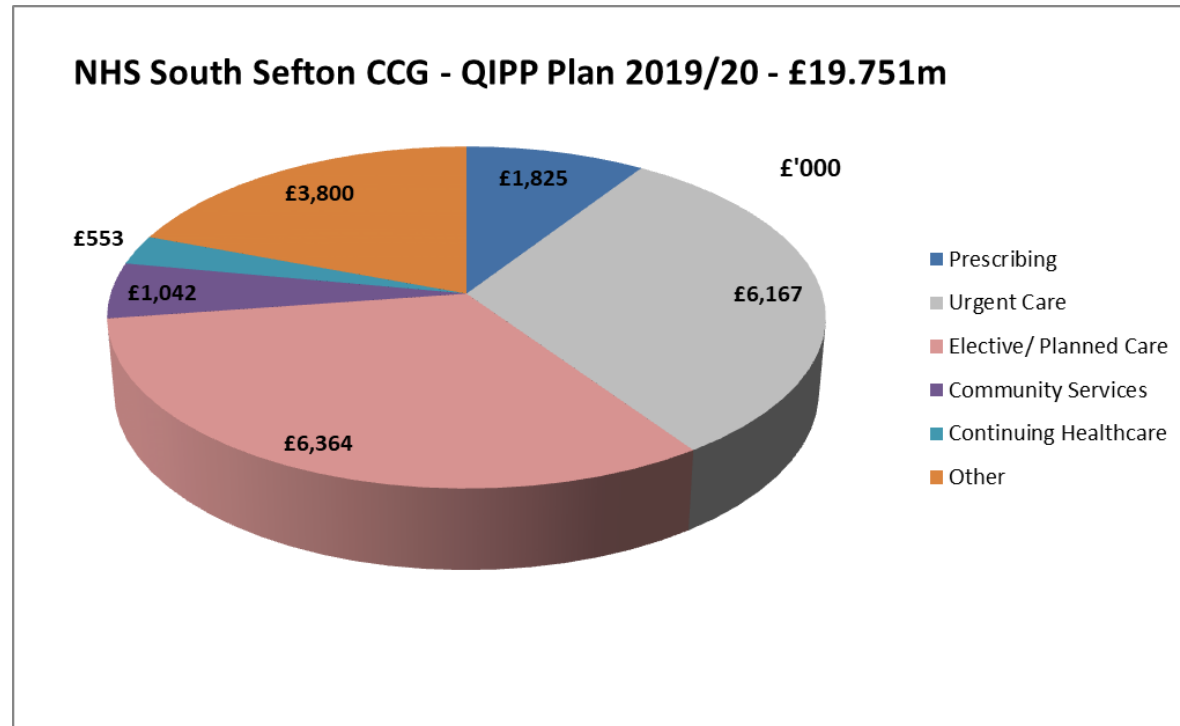
# Our QIPP challenge

- Our 2019-2020 budget is £281m
- We are required by NHS England to deliver a £1m surplus in 2019-2020
- To do this we need to deliver just over £14m of savings



# Our QIPP plan 2019-20

- Whilst we need to meet our 2019-2020 QIPP target of just over £14 million to achieve our 'control total', our identified QIPP schemes are in excess of this - at around £19.8 million



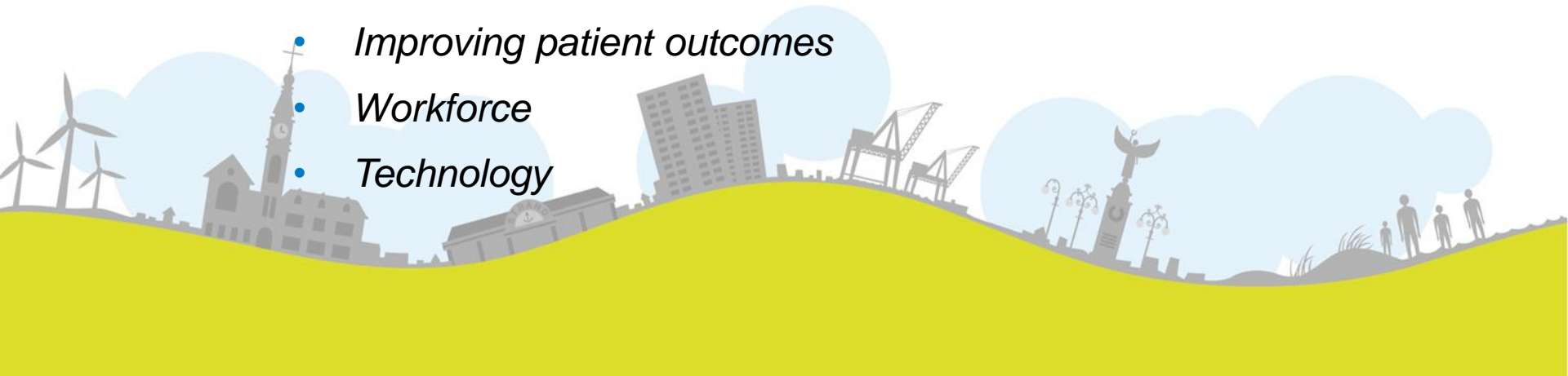
# Our challenge – why?

- To accommodate the growing and ageing local population
- To take account of the increasing costs of health care
- To care for a population that is living longer
- To care for patients with increasingly complex health conditions



# What are we doing?

- Targeting services where evidence suggests there is greatest opportunity to improve health care delivery
- What this means:
  - Strategy: Work quickly to redesign services that improve patient care for the future whilst making best use of the limited resources available
  - Focus:
    - *Service models*
    - *Narrow health inequalities*
    - *Improving patient outcomes*
    - *Workforce*
    - *Technology*



# Learning from other areas

Redesign of orthopaedic assessment service model (Joint Health) in north Sefton provided the following:

- Reduced wait times from 26 weeks to 4 weeks
- Improved patient experience
- Increased number of clinicians
- Telephone consultations
- GP directed self-referral
- Provided recurrent savings of around £1.2 million annually





# Work in progress

- Identified service areas like gastroenterology, outpatients and dermatology
- Identify why services are not working well
- Enable patient to access services quickly
- Services working together to improve patient care (share expertise)
- Reduce cost – making better use of limited NHS resources



# Focus 1: improving outpatient services

Terry Hill, QIPP programme lead  
NHS South Sefton CCG



@NHSSSCCG #BigChat11

# Outpatients: ideas for change

- Single point of assessment, triage and treatment
- Improve access to community services (shorter wait times)
- Develop criteria for patients requiring hospital treatment
- Digital solutions to improve the response to your doctor's request for specialist support
- Access to patient records to support clinicians to make decisions about your care
- Digital solutions to help identify if you need follow up appointments, allowing you to book convenient follow up appointments



# Over to you

1. What are the benefits of this approach - eg single point of access?
2. How would you feel about accessing appointments and care in a different way, for example by telephone, Skype or group sessions?
3. As we develop this approach, are there any barriers or issues for patients that we need to consider?

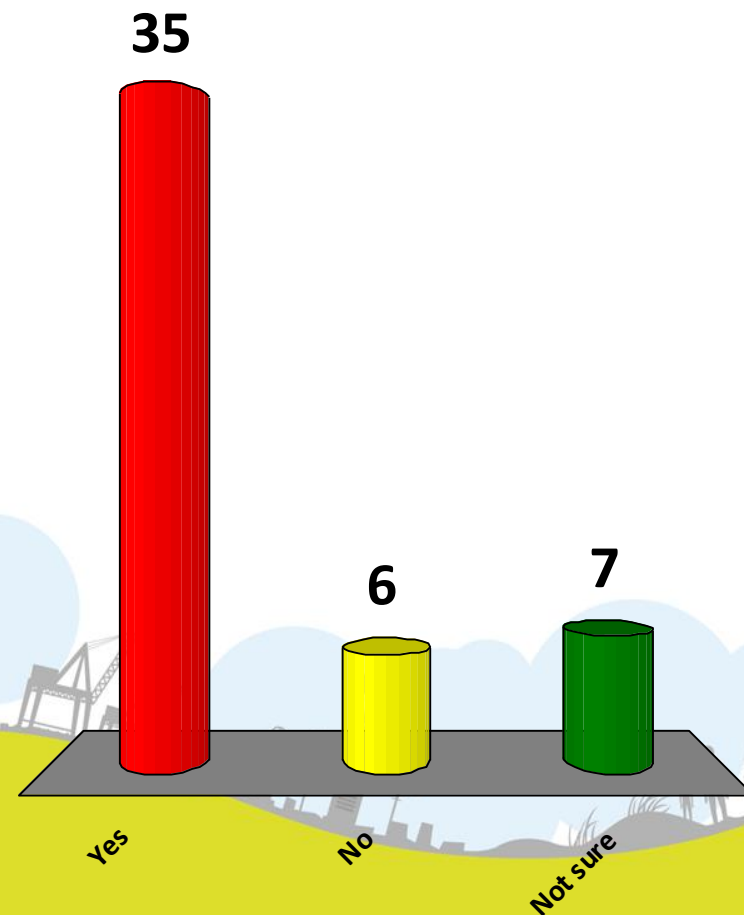
**You have 15 minutes for this session**



# Fingers on the button questions

After what you've heard, would you support making some changes to how outpatients appointments work?

1. Yes
2. No
3. Not sure



# Focus 2: supporting you to self care

Terry Hill, QIPP programme lead  
NHS South Sefton CCG



@NHSSSCCG #BigChat11

# Supporting you to self care

- Some conditions can be successfully managed at home rather than needing a trip to the doctor's
- At an earlier Big Chat attendees agreed there is more they can do to self care and wanted more options to do this when it's safe and appropriate
- We launched a self care policy last year for medicines as a result of this – helping us to make the best use of our limited resources on treatments that work for as many people as possible
- **Now we want to look at other areas where people can better self care**



# Example: ear wax removal

Where?

- In outpatients
- In treatment rooms
- In GP practice
- Other community based providers
- At home with drops from the chemist





# Over to you

1. Do you think it is reasonable to manage ear wax removal at home for the majority of patients?
2. If not, why not?
3. Are there any other barriers or issues that need to be considered?

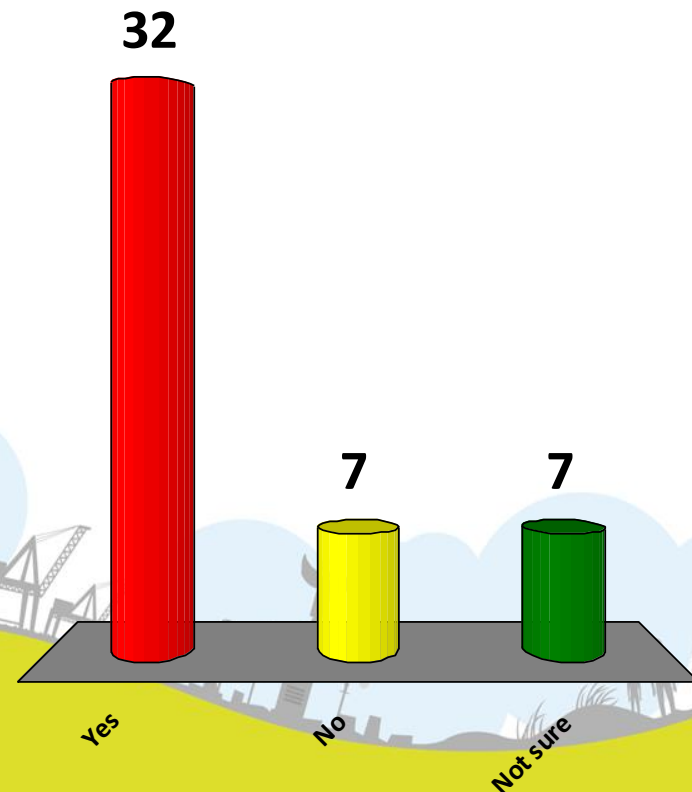
**You have 10 minutes for this session**



# Fingers on the button questions

After what you've heard, would you support making some changes to the way ear wax removal treatment is managed encouraging people to self care?

1. Yes
2. No
3. Not sure



# How was today's event for you

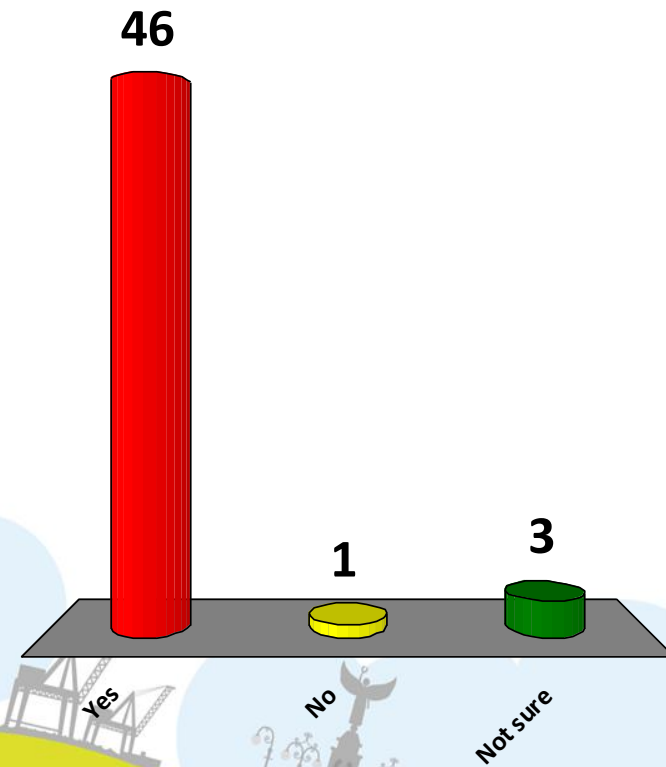
Fingers on the button



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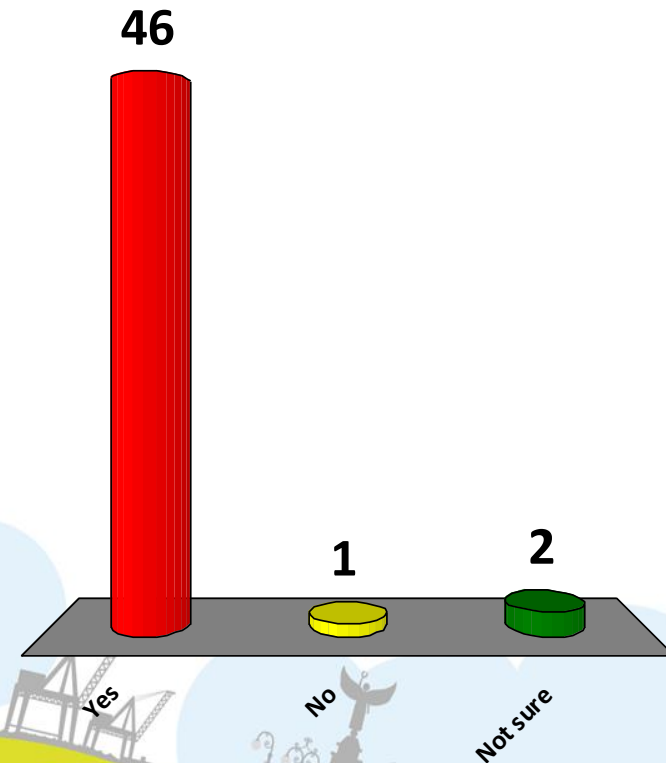
**Q. Would you recommend coming along to a Big Chat event to a friend, colleague, or member of your family?**

1. Yes
2. No
3. Not sure



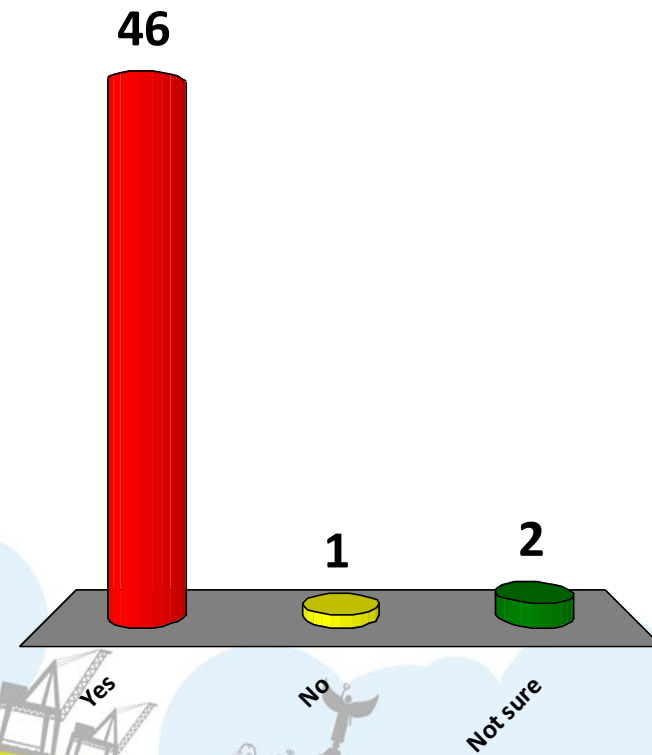
## Q. Did you find the stalls and the information available in the marketplace useful and interesting?

- 1. Yes
- 2. No
- 3. Not sure



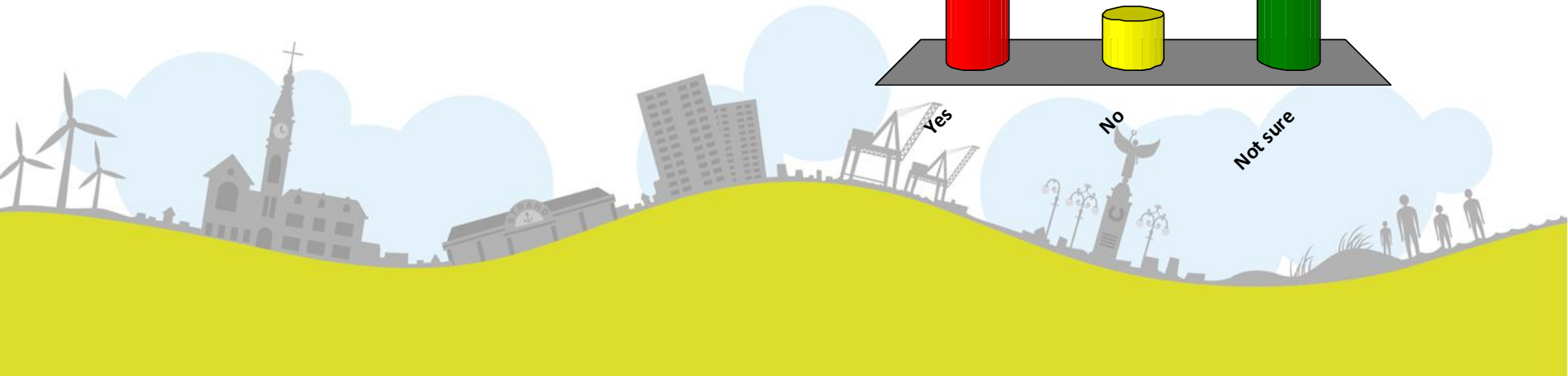
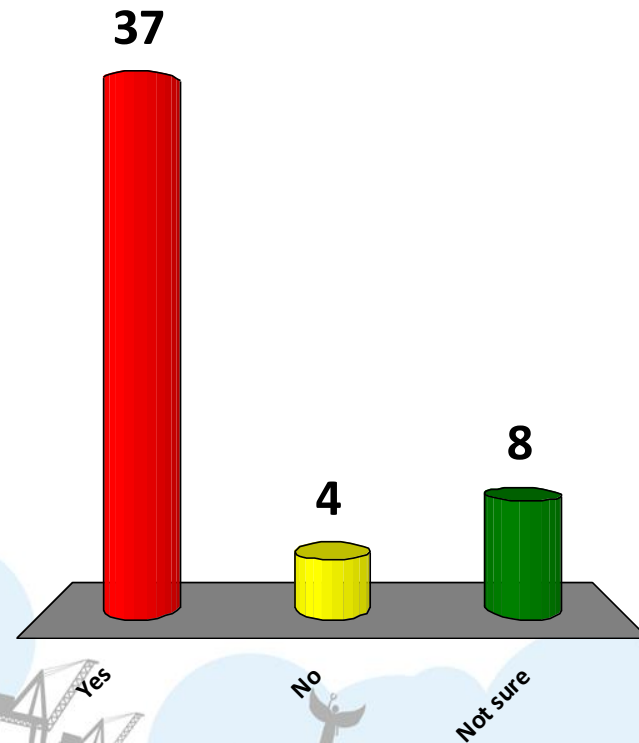
**Q. During the session today, did you feel that you had the opportunity to have your views heard?**

1. Yes
2. No
3. Not sure



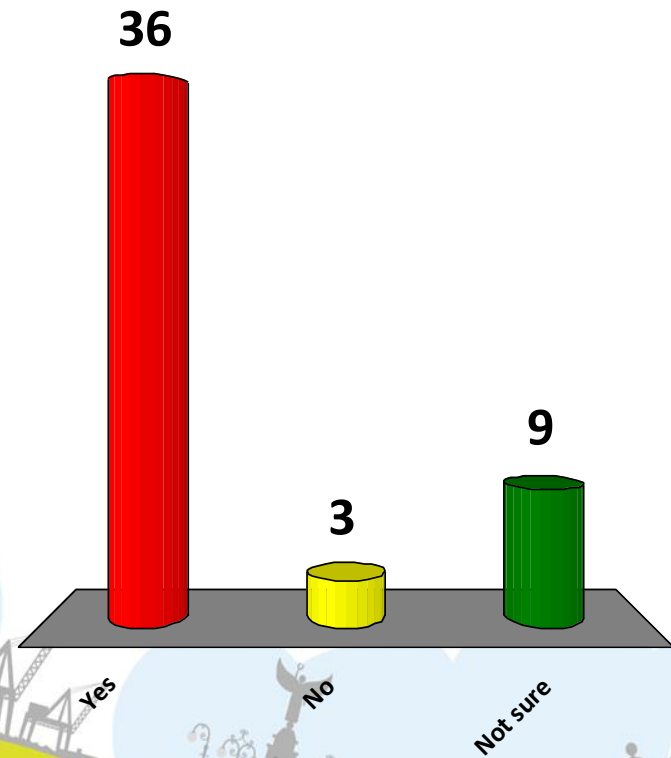
## Q. Did you find the session about Sefton's 5 year plan informative and helpful?

1. Yes
2. No
3. Not sure



## Q. Did you find the sessions about Sefton's QIPP challenge informative and helpful?

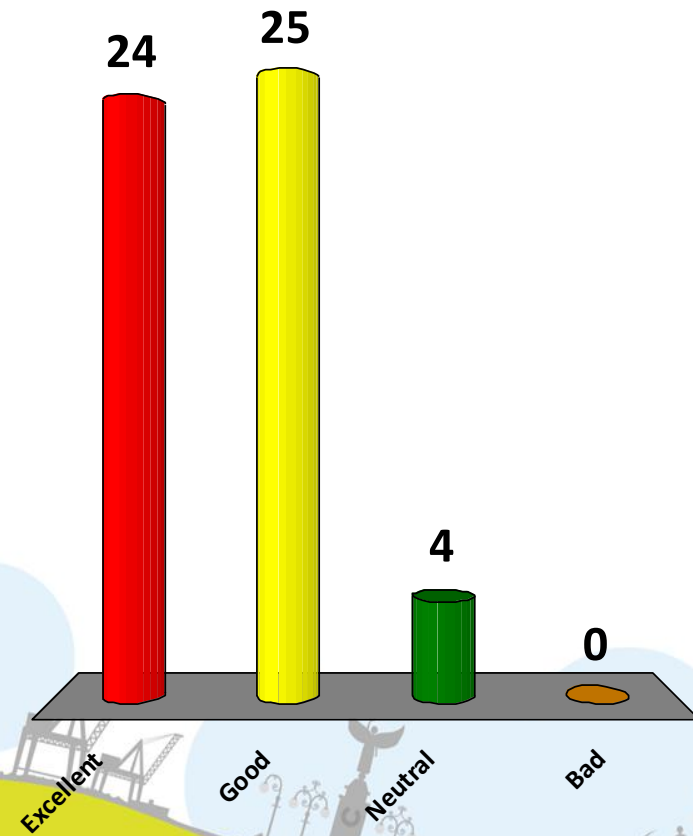
1. Yes
2. No
3. Not sure





## Q. How would you rate the choice and location of the venue for today's event?

1. Excellent
2. Good
3. Neutral
4. Bad



# Q&As and staying involved

- Q&A surgery with our leadership team
- Fill in a 'keep in touch' form
- We will add your contact details to our database to keep you informed
- Details of this and all previous and future Big Chats also on our website: [www.southseftonccg.nhs.uk](http://www.southseftonccg.nhs.uk)
- Please let us know if you require this in other formats
- Call our PALS team on 0800 218 2333



# Thank you

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