

Lancashire Health and Wellbeing Board

Meeting to be held on 13th December 2016

Update on the Sustainability and Transformation Plan

Contact for further information:

Samantha Nicol, Healthier Lancashire and South Cumbria, 01253 951613, samanthanicol@nhs.net

Executive Summary

The Health and Wellbeing Board (HWBB) received the Lancashire and South Cumbria Sustainability and Transformation Plan (STP) on 19 October 2016, at a joint meeting with Blackpool and Blackburn with Darwen (BwD). This report seeks to update the HWBB on:

- STP – solutions and workstreams
- STP – summary document
- Case for Change

It sets out the current status of these and alerts the Board to up-coming milestones and activities, and sets out how these are being managed through the agreed Healthier Lancashire and South Cumbria governance and programme arrangements.

Recommendation

The Health and Wellbeing Board is recommended to:

- Note the content of this update report.

Background

On 21 October 2016 the third and final submission of the draft Sustainability and Transformation Plan was submitted to NHS England. Sustainability and Transformation Plans were requested through the NHS planning guidance issued in December 2015 with every health and care system asked to create its own ambitious local blueprint for accelerating its implementation of the NHS 5 Year Forward View.

The Sustainability and Transformation Plan (STP) for Lancashire and South Cumbria (LSC) has been developed through Healthier Lancashire and South Cumbria and has utilised the agreed change programme approach and built on work that was already being undertaken, this included the Alignment of the Plans (May-October 2015), Case for Change Report (April-June 2016).

The three Health and Wellbeing Boards (Blackpool, Blackburn with Darwen and Lancashire) held a joint meeting on 19 October 2016 to receive the STP third draft and supported its submission by Dr Amanda Doyle, STP Lead, to NHS England. Cumbria County Council also discussed the STP informally at its meeting in October.

While it had been expected that the 44 STPs nationally would remain draft and therefore not public documents, Lancashire and South Cumbria felt it was important to share the STP

and to continue to engage with stakeholders on its development and implementation. On 11 November 2016 the Lancashire and South Cumbria STP third draft was published and is available on www.lancshiresouthcumbria.org.uk. The STP had been sent to all stakeholder organisations and local MPs.

List of background papers

The NHS Five Year Forward View (October 2014)

Delivering the Forward View: NHS planning guidance 2016/17-2020/21 (December 2015)

NHS Operational Planning and Contracting Guidance 2017-2019 (22 September 2016)

1.0 Introduction

The STP is guided by some key objectives established by partners in Healthier Lancashire and South Cumbria (HLSC):

- To set out a clear direction of travel for the unified health and care system in Lancashire and South Cumbria as the Five Year Forward View has across England.
- To achieve fundamental and measurable improvements in health outcomes.
- To reduce health inequalities across Lancashire and South Cumbria.
- To achieve parity of esteem for mental health and physical health across Lancashire and South Cumbria.
- To ensure greater focus on ill-health prevention, early intervention and self-care where this improves outcomes.
- To ensure change is supported by a clear evidence base or an evaluation structure where evidence is not available.
- To remove organisational or professional boundaries that get in the way of progress.
- To make maximum use of new technology when this will improve the quality of care provided.

We already have:

- An agreed and working governance structure, this is designed to allow us to make collaborative decisions at the required pace of change.
- A detailed evidential case for change which has informed the assumptions and principles that partners are working on in their local systems and a consistent and well tested process to bring about the transformation on the required size and at the necessary speed that our population needs require.
- An emerging future health and care system proposal, that is built on the strength of our five local health and care economies as the delivery mechanisms; providing integrated services to local populations, ensuring stronger primary and community services to provide a greater range of services closer to people's homes.
- Agreed priority workstreams across the STP footprint, with clear scope to ensure that we are able to sustainably reduce the demands on hospitals and ambulance services of avoidable admissions and stays – allowing better care quality and a focus on efficient pathways of care for more complex conditions. Allowing investment in preventative and community based services – allowing improvements in quality of services, including urgent and emergency care and making them more accessible to the whole population, (right care, right time, right place) – allowing quality standards to be enhanced over a one service approach for services such as cancer, mental health and learning disabilities.

We still need to:

- Deliver already agreed plans, and utilise the opportunities through agreeing two year contracts by December 2016. Deliver evidence based, best practice recommendations such as sharing back office functions and other efficiencies detailed in the Carter Report and the Right-Care initiative.
- Implement agreed policies such as those around procedures with a lower clinical impact.
- Agree the resources to mobilise the STP footprint workstreams to undertake the gold standard solution design process around:
 - urgent and emergency care to ensure a model that is high quality and affordable;
 - hospital and out of hospital services to ensure they are joined up, integrated and focused on population need and achieve agreed standards;
 - transformation of primary care as the nucleus of a personal, wellbeing, community based model of care;
 - ensuring mental health needs are equal to physical health
- Make the most effective use of the resources (funding, people, technology) available to us.
- Maximise the opportunities around new technology and free the workforce across the system to build on existing achievements and provide better outcomes for patients and communities. Making sure all our staff have sustainable career prospects, learning opportunities and are able to make the difference to peoples' health and wellbeing they want to.

2.0 Update on solutions and workstreams

The NHS organisations are currently working across their local health and care economies to develop and sign off two year operational plans, this work is being assured by NHS England. The plans and subsequent contracts are informed by the financial and activity analysis that was done for the STP which has now been cut by local delivery plan area and STP workstream.

Work across provider organisations and the clinical commissioning groups has already been progressing in respect of Rightcare and Carter recommendations with opportunities and benefits being considered and reported through the two year operational plans and contracts.

In respect of interventions of lower clinical value and other existing policies, the senior person leading on these is currently finalising an implementation plan which will include further clinical engagement to develop wording and to ensure adoption of the policy, along with utilisation of IT systems to support clinicians to use the policies and support patients with regard to the impact of the policy. These plans will be signed off and monitored by the Collaborative Commissioning Board.

Central Lancashire and Pennine Lancashire local delivery plan areas have been enacting the solution design process, with events attracting over 100 delegates, this is informing and shaping their local delivery plans.

In respect of the STP workstreams progress has been:

- A proposal for a 12 week review of acute, specialised and urgent and emergency care services is being developed through the workstream, a workshop is being held on 29 November, and the proposal is due to be signed off at the Programme

Board on 7 December. Additional specialist support to the Senior Responsible Officer has been secured and funded. This will provide an accelerated analysis and design process to develop an evidence based long list of options and provide a framework for addressing the options for individual services and will inform the work of acute and specialised workstream, the urgent and emergency care workstream and the NHS provider group.

- The primary care, prevention and population health, and mental health workstreams are all presenting their initiation documents to the Programme Board on 7 December 2016 to enable the Board to consider priorities and utilisation of resources and to recommend to the Joint Committee of Clinical Commissioning Groups (JCCCGs) a work programme for 2017/18. Including the decisions that the JCCCGs will be expected to take. These documents have been developed over the last few months with stakeholders.
- The detailed plans around workforce and digital health and IT will be further developed in the New Year following agreement on the activities and milestones of all the workstreams and the completion of local delivery plans at Christmas.

3.0 Summary document and case for change

A narrative document is being developed to ensure a much wider involvement, communication and engagement plan across the STP footprint with a much broader stakeholder group of the public and staff. This document will also incorporate the case for change, so it will include:

- the reasons/arguments/need for change;
- what improvements in the future could be and what they would mean for people;
- how we are proposing to make the changes happen, setting out the approach and principles and objectives and how this will be done at organisational, local delivery plan and STP levels.

This document will be agreed and signed off by the JCCCGs and a variety of formats will be provided to support the wider engagement and involvement activities, this will include leaflets, an infographic presentation, slides, posters etc and in effect will 'launch' Healthier Lancashire and South Cumbria.

The document and all associated materials and products is being developed at the moment and these are expected to be thoroughly tested through specially convened stakeholder groups in early January. A plan for engagement and involvement and communication across all stakeholders is being compiled and will be reviewed by the Programme Board on 18 January 2017. This plan will ensure targeted activities, both through the local delivery plan areas and across the STP footprint, for public, staff, local politicians and elected members. While Roger Baker, the Comms and Engagement Director has recently left, Neil Greaves, will be starting with Healthier Lancashire and South Cumbria from January and will be contacting people to help design and inform the plans over the coming weeks.

Included in the STP annexes was an involvement, communications and engagement plan for the STP itself and for activities up to Christmas.

4.0 Conclusions

Work has progressed on the sustainability elements of the STP, including plans and further implementation of opportunities afforded by Right Care and Carter and this is

being monitored through the Collaborative Commissioning Board (which includes health and local government).

The transformation programme of work is now being mobilised and priorities and resources being considered and agreed at the Healthier Lancashire and South Cumbria Programme Board.

There will be a significant level of engagement, involvement and communication activities immediately after Christmas, which will be focused on widening the stakeholder group to the public and staff.