

MEETING:	HEALTH AND WELLBEING BOARD
DATE:	16 APRIL 2013
TITLE OF REPORT:	DEVELOPING A SUSTAINABLE HEALTH & SOCIAL CARE SYSTEM
REPORT BY:	HEAD OF BUSINESS DELIVERY – HEREFORDSHIRE CLINICAL COMMISSIONING GROUP

Wards Affected

County-wide

Purpose

To update the Board on the work being undertaken by NHS Herefordshire Clinical Commissioning Group (CCG), Herefordshire Council, and health and wellbeing partners in developing a sustainable health and social care system for the County.

Recommendation(s)

THAT the Board:

- (a) endorses the principle and rationale behind this work;**
- (b) engages with and contributes to the development of this work; and**
- (c) agrees the timetable, process for development, and governance structure for this work.**

Background

- 1 Herefordshire health and social care continues to face many challenges and opportunities, these include:
 - continued financial pressures on NHS Herefordshire Clinical Commissioning Group, Herefordshire Council, and Wye Valley NHS Trust;
 - increasingly older population;
 - high and rising prevalence of long-term conditions;
 - geographically dispersed population;

Further information on the subject of this report is available from
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- under-developed provider market;
- continued development of integrated services where this makes sense for the patient or user

In the last two months there have been challenges to the capacity of the social care, acute, and community sectors with significant pressures on Accident & Emergency at Wye Valley NHS Trust.

- 2 In the context of national changes to the health commissioning landscape; continued financial pressures locally and nationally, and challenges in the Health and Social Care system in Herefordshire, the Health and Wellbeing Board seeks a co-ordinated approach to develop a sustainable system that delivers good quality care for Herefordshire patients and residents.
- 3 The Health and Wellbeing Board on 19th February 2013 supported a Transformation Programme for Herefordshire.
- 4 This outlined an ambition to shift the balance of resources towards a focus on promotion of wellbeing and the extension of universal services and away from high cost specialist services.
- 5 This approach promotes quality of life for people and seeks engagement in the community; to achieve these shifts all partners need to change the way services are commissioned, managed, and delivered.
- 6 It also requires redesigning roles, changing the workforce, and shifting investment to deliver agreed outcomes for people.

Towards a Sustainable system

- 7 Programmes are already in place to address some of the challenges faced in the Health and Social Care system e.g.:
 - a. consideration of future options of how Wye Valley NHS Trust may be organised or managed in the future. This work is being led by the Trust with input from local and regional partners;
 - b. Herefordshire Council and Herefordshire CCG are working towards a S75 partnership agreement aligned to Health and Well Being strategic priorities. It will set out agreed joint commissioning objectives and targets, including agreed expectations about outcomes to be achieved through re-targeting the use of current resources and the use of any additional resources;
 - c. Herefordshire Council and Wye Valley NHS Trust are defining their next steps in relation to integrated working
- 8 Members of the Health and Wellbeing Board support the commitment of Herefordshire CCG and Herefordshire Council to work together to:
 - a. ensure that all the key programmes and projects are aligned,
 - b. map interdependencies across programmes
 - c. deliver a shared vision and commission quality services based on robust analysis and evidence to ensure best use of resources.

- 9 Herefordshire Clinical Commissioning Group are working with partners to ensure that all programmes of work are co-ordinated to deliver a sustainable health and social care system.
- 10 The CCG has put in place a series of workshops focused on key areas of change. The first of these workshops will take place on the 18th April 2013.
- 11 Key statutory partners will reconsider and review all the relevant work programmes in Herefordshire to ensure they are consistent with agreed priorities and objectives. This event will identify key issues for delivery, and the tasks, milestones, deliverables, and resources required to take forward this system-wide work.
- 12 The scope of this work has been outlined in the draft Health and Wellbeing Strategy as:
- 'To ensure the sustainability of appropriate services and systems in Herefordshire, the HWBB would provide the strategic overview, direction, and accountability for the success of this objective and be the focal point for concerns about the effectiveness of the system. To reconfigure the clinical footprint so that it is sustainable and sensible for our population and geography, and to support the clinical providers through difficult times so that standards of patient care are maintained and improved and financial balance can be addressed'*
- 13 The starting point for confirming the shared purpose will be the Health and Wellbeing Board's strategy and vision. At this stage there are a number of projects focusing on developing the right initiatives. However, greater alignment and improved phasing of work is required.
- 14 Within the draft Health and Wellbeing Strategy Members have identified a number of priorities to be considered as part of the portfolio of work for this area, these include:
- a. Development of clinically-led Health Transformation Strategy and Plan for Herefordshire;
 - b. Rationalisation of the public sector estate in Herefordshire;
 - c. Review of the county's urgent care system (health and social care);
 - d. Developing a funding system that supports integrated care and reduces the use of acute/secondary care;
 - e. Maintaining a good quality health and social care system where personal safety, dignity, and independence is ensured and is delivered in Herefordshire as far as possible.
- 15 These areas, along with other plans identified by partners, will inform the work programmes that support this work.
- 16 Strong partnership working and clinical networks will be crucial in achieving the vision and strategic objectives.
- 17 The strategic objectives will be informed by local health needs analysis provided by the Joint Strategic Needs Assessment (JSNA) and by national, regional, and local priorities.
- 18 Consideration will be given to different service models, as well as a focus on integrated care pathways. Exploration around financial incentives, frameworks, and skills mix across the pathways will need to be part of any transformation strategy.

Measuring Outcomes and Impacts

- 19 To evaluate the success of this work key measurable targets need to be defined and

identified. A starting point will be outcome frameworks for the NHS, Public Health, and Adult Social Care. The distinct frameworks reflect different accountability models, however; the three frameworks have been aligned to encourage collaboration and integration. These aligned frameworks will be used as a starting point to measure the success of the key programmes that underpin this area of work.

- 20 Many of these indicators are long-term measurables, and some shorter term key performance measures need to be identified.
- 21 The Clinical Commissioning Group, for example, is identifying ten or twelve key performance indicators to provide its board with an overview of delivery against key priorities. Further work on how this methodology could be applied to track the impact of work associated with HWBB priorities will be developed at the workshop on 18th April.

Next Steps

- 22 The following key steps are planned to move forward this work
- 18th April – system scoping workshop to
 - establish shared vision, objectives, priorities, and outcomes;
 - understand linkages between plans and improve co-ordination across the system;
 - establish governance processes, including identifying members of the system-wide Transformation Board;
 - 18th April to May 2013 – series of smaller workshop and meetings with key partners to test and agree actions, deliverables, and timing of work;
 - June – report to HWBB outlining key work streams, transformation projects, and associated outcomes/performance framework designed to track delivery of work strands;
 - July – priorities tested against needs assessments to confirm that the direction of travel is in line with evidence;
 - September - first highlight report to HWBB on delivery of work to date, followed by quarterly updates.

How will your report meet the vision and guiding principles of the HWBB?

- 23 The primary aim of this work is to deliver transformational system change for the benefit of Herefordshire's patients and public in a challenging financial climate. It is designed to support the delivery of the HWBB vision, as well as aligning to national and regional priorities.

Reasons for Recommendations

- 24 The Health and Wellbeing Board is a primary stakeholder in Herefordshire's Health and Social Care economy; it is responsible for delivering Herefordshire's Joint Health and Wellbeing strategy and it's JSNA (Understanding Herefordshire). It will need to assure itself that Herefordshire Council and Herefordshire CCG are commissioning services that are in line with its vision and principles.

Key Considerations

- 25 This work is a vital component of the health and social planning framework. It will guide and inform commissioning plans and intentions over the next 12 months and beyond, and will support partners in their work over the next five years. HWBB members need to assure themselves that the plans developed support and align to its priorities and will assist in responding to the JSNA recommendations.

Community Impact

- 26 It is crucial that partners are ambitious in plans to involve residents, service users, and patients. The detail of how this engagement will happen is to be worked out with Healthwatch.
- 27 It is imperative that joint planning and delivery is supported by a co-ordinated approach to patient and public involvement and this work will continue going forward.
- 28 Engagement events with clinicians and residents over the last year have fed in to the development of the partners' strategies and plans and will continue to do so. The short breaks respite programme for children with disabilities is an example of how joint engagement can be developed.

Financial Implications

- 29 The financial challenges faced by the system have been highlighted previously to the Health and Wellbeing Board.
- a. Over the next two years (2013/14 and 2014/15) Herefordshire Council will receive £12.2m less central government funding than it received in 2012/13.

The position for People's Services requires savings to meet reduced government funding and service pressures including demographic pressures. In 2013/14 Adults Services is required to make £7.9m of savings and Children's Services £4.1m. This is against an overall People's Services Budget of £77.5m.
 - b. Over the next three years Herefordshire CCG faces a savings target of £27m from an initial commissioning budget of £203m
 - c. Wye Valley NHS Trust faces a savings target of c£9m for 2013/14, on top of c£10m of central funding to alleviate an underlying deficit.
- 30 Without a comprehensive plan in place to deliver transformation change the financial gap in the system will not be closed, and a sustainable system will not be created.

Background Papers

- None identified.