

Meeting:	Health & Wellbeing Board
Meeting date:	23rd February 2016
Title of report:	5-year sustainability and transformation plan (STP)
Report by:	NHS Herefordshire Clinical Commissioning Group

Classification

Open

Key Decision

This is not an executive decision.

Wards Affected

Countywide

Purpose

This purpose of this report is to outline to the health and wellbeing board, and seek its view on the following:

- NHS England requirements for a 5 year sustainability and transformation plan (STP) for health and care systems across England
- the purpose of the strategic plan
- the timelines, governance framework and processes intended to support the development the plan
- the planning footprint as outlined agreed by NHS England
- the role of the health and wellbeing board in the development of the plan

Recommendation(s)

THAT:

- (a) the health and wellbeing board considers the content of the report and proposals;**

- (b) health and wellbeing board representatives are identified to be members of the sustainability and transformation plan oversight group; and**
- (c) the health and wellbeing board reviews the timetable for the development of the plan and agrees the associated dates on which it will review the progress of the 5 year plan.**

Alternative options

- 1 There are no alternative options; all health systems are required by NHS England to develop a 5 year plan, which outlines the challenge the system(s) faces and proposals to respond to these challenges to ensure sustainability is achieved. Lack of a coherent and credible plan will prevent health bodies from accessing national transformation monies that are key to delivering improved health outcomes, financial balance and quality services for Herefordshire residents. To be successful plans have to be developed in partnership with Herefordshire Council colleagues and partners from across the system.

Reasons for recommendations

- 2 Health and wellbeing board(s) are recognised as an essential part of all health and social care systems with a central leadership role in the development of system-wide transformational strategies; NHS England's planning guidance reinforces the need for the HWBB to be actively engaged in the development of the 5 year sustainability and transformation plan.
- 3 To be successful and deliver change senior leaders across the system need to have been engaged and own the proposals associated with the plan going forward to ensure it aligns with partners plans. While the plan will have to meet national requirements and adhere to NHS England guidelines and frameworks, it also importantly needs to reflect local challenges, priorities and needs. The health and wellbeing board is one of the key bodies where the latter needs to be reviewed and considered.

Key considerations

- 4 The NHS planning guidance for 2016/17 introduces the requirement for a five year sustainability and transformation plan. This needs to combine commissioners and providers at all layers (i.e. specialised, clinical commissioning groups, public health, and social care) and identify how the system will be returned to aggregate financial balance. Development of this plan will drive system transformation on a scale beyond the approaches taken to date. It is therefore imperative that priorities are developed jointly and a system wide transformation programme is created to deliver those priorities.
- 5 Nationally the NHS's sustainability and transformation fund (STF) will grow from £2.1bn in 2016/17 to £2.9bn in 2017/18, rising to £3.4bn in 2020/21, with an increasing share of the growing fund being deployed on transformation including the five year forward view's new care models, and mental health parity of esteem. The NHS England board will make decisions on allocating the STF for 2017/18 and beyond in the light of place-based sustainability and transformation plans to be developed by July 2016 across the NHS. The fund is aimed to encourage stronger collaboration between commissioners and providers through more aligned incentives for effective planning. The move is aimed at encouraging and supporting different parts of the NHS to move beyond the walls of individual organisations, shifting the

focus of health care planning away from bricks and mortar towards building services around the needs of patients.

- 6 The STP is aimed at a wider geography to ensure that there is a clinical strategy for the wider system, for example emergency care, specialised care, cancer, children's and maternity services are planned with the right workforce and quality, that meet the national strategy in these services, and within the funding available. The STP will identify those services that must be planned on this bigger footprint and also the issues that need to be addressed – in improving quality, outcomes and value. These plans are the single route by which national transformation resources and support for each patch will be accessed. The process of the STP commenced in January and will complete the national sign off of the plans by July.
- 7 In liaison with NHS England health bodies have agreed that the proposal for the STP footprint is to be built on a Herefordshire and Worcestershire basis. There will inevitably be extended relationships and border issues beyond these two areas (Dudley / Birmingham to the North, Warwickshire to the East, Gloucestershire to the South and Wales to the West), but the core planning footprint needs to be nominated as one layer for strategic planning. In Herefordshire there are well established clinical flows to both Worcestershire and Gloucestershire. Although Gloucestershire is in a separate NHS England region there will clearly be a need to incorporate these patient flows within the STP. Furthermore a significant proportion of Herefordshire's activity comes from the separately managed health system in Wales and the implications of this will also need to be reflected. This approach has been endorsed by regional NHS Director and West Midlands group of local authority chief executives. Each of the STP systems will have a governance structure that must include the key local government and social care partners. Ensuring effective accountability through strong local governance processes, particularly health and wellbeing boards, will also be important.
- 8 Herefordshire as a system has a sound starting point for the development of its 5 year plan, in the form of the One Herefordshire Programme. This has identified the challenges the system faced and developed programme of work in response to these, these importantly have been established with key partners around the table. This is based around 4 key work streams: supportive communities, community collaborative, acute services and urgent care. However it is recognised that the challenges facing the health and care system in many areas cannot be solved in isolation and requires looking at sustainable solutions with partners beyond Herefordshire. These solutions and the possible partnerships will depend on the clinical services or pathways being reviewed for example:
 - Three counties solution e.g. across Gloucester, Worcestershire and Herefordshire for improved cancer services
 - Two counties solution e.g. improved acute services networks
 - One county solution e.g. focus on better care fund initiatives programmes and integrated care plans and primary care
 - Sub-county solutions e.g. community teams focused on practice populations across the county
- 9 Health bodies and local authorities have already begun the process of establishing mechanisms by which this plan will be developed. This will include an oversight group covering both Herefordshire and Worcestershire, involving accountable officers and chairs of partner bodies, alongside a group of operational planning leads from key bodies that will be meeting regularly over the next 6 months. This process will identify the challenges facing the system (s) and identify the opportunity where working on a

wider footprint beyond traditional county boundaries will add value. As part of this groups will be formed to support the development of the plan, as well as the delivery of priority programmes. This group is likely to meet one to two times during the course of the development of the plan to review and consider the plan. Health and wellbeing boards from Herefordshire and Worcestershire have been requested to identify a representative(s) to be member of this group.

- 10 An outline timetable and delivery plan has been developed. This is attached in appendix 1. Key dates and sign-off points are outlined and highlighted, along with purpose of meeting. The outline governance associated with the development of the plan is also included. Currently detailed guidance has not been issued by NHS England and its partners on the precise requirements and expectations of the STP, any further detail made available prior to 23 February will be shared with the health and wellbeing board members.

Community impact

- 11 The STP has the potential to have a significant positive impact on the county of Herefordshire. It will outline the future of health services, in conjunction with social care partners, as well detailing how systems financial sustainability can be delivered. The sustainability challenge can only be meet with partners from across the Health and social care systems engaging in the development of this work, and governance mechanisms will be put in place to ensure that this is facilitated.
- 12 In developing the STP cognisance of both Herefordshire and Worcestershire joint health and wellbeing strategies and joint strategic needs assessments, will be uttermost in its development. It will be essential that these form the basis, particularly in relation to the aim of improving the population health of each county. The One Herefordshire programme used *Understanding Herefordshire* as a key starting point for its work programme, and this will be used to support analysis and need assessments going forward. Feedback and responses from consultation and engagement exercises, for example on urgent care, mental health and dementia to inform needs assessments and pathway developments will also inform the plan development.

Equality duty

- 13 The CCG and its partners ensures that its key programmes of work undertake an equality impact assessment and it also adheres to the NHS equality development scheme, designed to ensure it pays due regard to the public sector equality standard and improved outcomes for vulnerable groups. This will include undertaking reviews on any proposed de-commissioning or disinvestment decisions.

Financial implications

- 14 A central tenet of the STP will focus on how the health system, in conjunction with local authority partners, can achieve aggregate financial balance. This will include analysis of the financial gap across the two counties, and the change, pathway redesign and transformation programmes that will be required to bring the system into financial balance. For Herefordshire this work will draw on the analysis and assessment already undertaken for the One Herefordshire programme.

Legal implications

- 15 The development of the STP, is a requirement of NHS England, and its partners Monitor and the Trust Development Authority. All health systems are required to produce a plan based on their locality footprint by the end of June.
- 16 In developing the plans the CCG with its partners will be ensuring compliance with each partner's statutory duties, for the CCG for example this will include meeting its obligations around the NHS Constitution and putting in place improvement plans and programmes designed to deliver nationally stipulated standards. It will also be ensuring it consults and involves patients and the public on any decommissioning or disinvestment decisions it may need to consider in light of the financial challenges the health and social care system faces.

Risk management

- 17 The bodies involved in the development of the STP, will ensure that they identify and manage risks across the planned work programmes and report this to the appropriate bodies. The key areas of risk are likely to be focused on the delivery of financial sustainability across the health and social system(s); potential inability to deliver NHS constitutional standards, and non-delivery of transformational change

Consultees

- 18 In developing the STP the partner bodies will ensure they pull on existing feedback and outcomes from recent consultation exercises, as well as looking for opportunities to engage and involve patients and staff in its development going forward. Partners will be engaged via health and wellbeing boards and other key fora. A more detailed communications and engagement plan will be developed to support this work.

Appendices

Appendix A – Partners briefing on development of sustainability and transformation plan including outline timetable and governance structures

Background papers

None identified.