

Meeting:	Health and wellbeing board
Meeting date:	23 March 2016
Title of report:	NHS planning update
Report by:	Director of operations, NHS Herefordshire CCG

Classification

Open

Key Decision

This is not an executive decision

Wards Affected

Countywide

Purpose

To update the health and wellbeing board, and seek its views on the following:

- Current status and developments connected to the five year sustainability and transformation plan (STP) for health and care systems across England
- The timelines, governance framework and processes intended to support the development of the plan
- The 2016/17 priorities and work programme of NHS Herefordshire clinical commissioning group (CCG)

Recommendation(s)

THAT: the health and wellbeing board

- (a) comment on proposals for how it will engage in the development of an STP and linked programmes of work;**
- (b) comment on proposals for a strategic planning workshop as set out in appendix 1; and**
- (c) recognise the alignment of the CCG's priorities and plans (as outlined in appendices 2 and 3), with Herefordshire's Joint Health and Wellbeing**

Strategy.

Alternative options

- 1 There are no alternative options to the development of an STP; all health systems are required by NHS England to develop a five 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 may 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 the council and partners from across the system.
- 2 It is open to the board to agree different arrangements for a workshop to inform the development of the STP and aligned programmes of work.
- 3 It is a function of the board to review commissioning plans of health and social care commissioners and to provide an opinion as to whether the plans have taken account of the health and wellbeing strategy. It is open to the board to make recommendations to the CCG designed to improve alignment between the plans of the CCG and the health and wellbeing strategy.

Reasons for recommendations

- 4 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 rightly reinforces the need for the health and wellbeing board to be actively engaged in the development of the five year STP.
- 5 The health and wellbeing board also has a statutory role in ensuring that health and care commissioning plans for Herefordshire reflect local challenges, priorities and needs as described in the joint strategic needs assessment (JSNA) and joint health and wellbeing strategy (JHWS).

Key considerations

- 6 The NHS shared planning guidance required every health and care system to come together to create their own ambitious local blueprint for accelerating implementation of the five year forward view referred to as sustainability and transformation plans (STP). STPs will be place-based, multi-year plans built around the needs of local populations.
- 7 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 new care models, and mental health parity of esteem. These plans are the single route by which national transformation resources and support for each patch will be accessed.
- 8 Herefordshire health and care partners continue to work closely together to develop plans and proposals around improving health and care outcomes and services for Herefordshire residents. This work that has been brought together under the auspices of the 'One Herefordshire' initiative which serves as a sound starting point for the

system for the development of the STP. This work has identified the challenges the system faces over the coming years (drawing on the JSNA and JHWS) and developed programmes of work/drawn together work areas into a single system wide response. The STP itself 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. It presents an opportunity for the system to identify issues that have proved challenging to solve on simply a Herefordshire wide footprint.

- 9 The process of the STP commenced in January and will complete the national sign off of the plans by July 2016. In liaison with NHS England health bodies have determined that the local STP footprint will cover Herefordshire and Worcestershire. NHS England have mandated that each STP area agree by Easter 2016 their governance arrangements. To this end a two counties joint governance board has now been created that includes accountable officers from across the health and care sector. This is also intended to include representatives from the health and wellbeing board, Healthwatch and voluntary and community sectors. Herefordshire Council and NHS Herefordshire CCG are actively engaged both in the programme board and supporting working groups.
- 10 In February the health and wellbeing board requested a workshop session to be held with members of the board to allow partners the opportunity to be involved in the development of the STP and the associated developments of the One Herefordshire work. This workshop has been initially timetabled for 12 April 2016. Associated outputs from this session, and other similar events will be reported back to the health and wellbeing board formally in May.
- 11 Alongside the STP, the CCG is required to develop its annual operational plan. The CCG’s 16/17 operational plan outlines its priorities and work programmes. It is organised around the ten work streams and cross-cutting themes. There are clear objectives for each work stream, and financial savings targets and quality metrics associated with each. Appendix 2 provides an overview of the CCG’s plans.
- 12 The CCG plans have been built on its 16/17 commissioning intentions presented to the health and wellbeing board in September that were recognised as supporting the delivery of the JHWS. The CCG notes, for example, the top priority of mental health and reiterated its commitment to the development of an improved mental health pathway, with its local authority partners, as one of its core work programmes over the next 18 months.

Community impact

- 13 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 and public health 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.
- 14 In developing the STP cognisance of both Herefordshire and Worcestershire respective 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

- 15 The CCG 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

- 16 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

- 17 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.
- 18 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.
- 19 It is a responsibility of the board to provide an opinion as to whether it considers the CCG's plans have taken proper account of the Herefordshire health and wellbeing strategy. The opinion of the board must be published by the CCG with its plans.

Risk management

- 20 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.
- 21 Progress against agreed plans may be subject to review by the council's health and social care overview and scrutiny committee.

Consultees

22 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 1 Partners' briefing on development of sustainability and transformation plan including outline timetable and governance structures

Appendix 2 NHS planning brief

Appendix 3 Summary of CCG's – operational plan and priorities

Background papers

None identified.