

Meeting:	Health and wellbeing board
Meeting date:	19 July 2016
Title of report:	Update on One Herefordshire, and on Herefordshire and Worcestershire STP
Report by:	Director of transformation for One Herefordshire and director for Adults and Wellbeing

Classification

Open

Key decision

This is not an executive decision.

Wards affected

Countywide

Purpose

To update health and wellbeing board on the one Herefordshire programme as part of the Herefordshire and Worcestershire sustainability and transformation plan (STP).

Recommendation(s)

That the health and wellbeing board note the contents of this briefing paper.

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.
- 2 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.

Reasons for recommendations

- 3 To ensure the health and wellbeing board is sighted on and understands the STP process, as the context within which the One Herefordshire transformation programme is being undertaken.
- 4 Health and wellbeing board(s) are recognised as an essential part of all health and social care systems with a central leadership role; NHS England's planning guidance rightly reinforces the need for the Herefordshire HWB to be actively engaged in the development of the five year STP.
- 5 The HWB 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 and joint health and wellbeing strategy.

Key considerations

- 6 On 22 December 2015, NHS England issued the annual and long term planning guidance for Clinical Commissioning Groups (CCG). As well as the regular requirements for one year operational plans, this guidance called for the development of whole system Sustainability and Transformation Plans (STP) covering a defined "planning footprint".
- 7 The planning footprint agreed for this area is Herefordshire and Worcestershire – a footprint covering a population of approximately 780,000 people. There are 44 footprints nationally, with the average sized footprint covering 1.3m people and the largest footprints covering 2.5m people.
- 8 Nationally the NHS's sustainability and transformation fund (STF) will grow from £2.1bn in 2016/17. to £2.9bn in 2017/18, and to £3.4bn in 2020/21. An increasing share of the growing fund will be 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.
- 9 Purpose of the STP
As previously reported, the STP builds upon local transformation work already in progress through the One Herefordshire transformation programme. The purpose of the STP is to develop the opportunities for local bodies to work on a more sustainable planning footprint in order to address the Triple Aim Gaps:
 - i. Health and Well Being - The main focus of this particular workstream is on achieving a radical upgrade in illness prevention to reduce the long term burden of ill health – both from a quality of life perspective for individuals and a financial perspective for the health and care system.
 - ii. Care and Quality - The main focus of this work is on securing changes to enable local provider trusts to exit from the CQC special measures regime and to reduce avoidable mortality through more effective health interventions in areas such as cancer, stroke, dementia, mental health and improved maternity services.

- iii. Finance and Efficiency - The main focus of this work is on reducing unwarranted variation in the demand and use of services and securing provider efficiencies through implementing new approaches to care provision.

10 Progress to date:

An interim planning submission was made to NHS England (NHSE) and NHS Improvement (NHSi) and the other Department of Health Arm's Length Bodies (ALBs) that oversee the health and social care system in March 2016. At that time the expectation was for a final submission to be made to NHS England by 30th June 2016.

It has since been clarified that the submission required for the 30th June is not expected to be the final STP submission, but instead a further review point before a late summer/early autumn final submission. The final submission will be achieved following national discussions to a) finalise the plan and b) discuss the associated implementation plan. Formal publication of the plan will follow at a later point.

We do not therefore have a final plan to present to the Board, but are able to provide an update to the Board on the developing priorities emerging through the process.

11 Emerging Priorities

The emerging themes are:

- Maximise **efficiency and effectiveness**: across clinical pathways to improve patient experience and minimise avoidable patient contacts and we will restructure support functions to reduce duplication and administrative costs.
- Reshape our **approach to prevention**, to create an environment where people stay healthy and which supports resilient communities, where self-care is the norm, digitally enabled where possible, and staff include prevention in all that they do.
- Develop an integrated **out of hospital care** model, structured at scale and organised around sustainable primary care within localities.
- Establish **sustainable secondary care services** (acute and mental health) through development of the right networks and collaborations across and beyond the STP footprint
- Develop **the right workforce** within a sustainable service model that is deliverable on the ground within the availability of people and resource constraints we face.

12 Engagement update

Effective stakeholder engagement is a key component to the development of the STP and we have established an approach whereby voluntary and community sector (VCS) representatives can support development of the plan. The board will be aware already that Healthwatch and VCS representatives from both counties are represented on the STP programme board.

Over the past few weeks, the engagement process has been extended to include VCS representatives on all the clinical theme groups. In most of these groups there are multiple attendees and more than 20 VCS representatives in total are involved across the STP development process.

- 13 **Next steps**
At this stage it is anticipated that the STP submission at the end of June will remain a working draft and a future date will be established when the document is finalised in the public domain. We will update the board in late summer/early autumn with the final plan.
It is important to note that any specific decisions or service changes required as a result of the STP will be subject to a separate engagement and consultation process as necessary.

Community impact

- 14 The One Herefordshire Transformation Programme, within the context of the STP plan, represents the operational vehicle to deliver the Health and Wellbeing Strategy and the Children and Young Peoples Plan. They will be a key mechanism to improve health and wellbeing across all of Herefordshire's residents and have the potential to have a significant positive impact
- 15 They will outline the future shape and delivery models of health services, in conjunction with social care and public health partners, as well detailing how the systems financial sustainability can be delivered.
- 16 The sustainability challenge can only be met 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.

Equality duty

- 17 Improving health inequalities will be one of the key outcomes within the STP and One Herefordshire.

Financial implications

- 18 The STP will set out how system transformation funding can best be used to deliver transformational change required to improve health and wellbeing and clinical outcomes.

Legal implications

- 19 The STP is a requirement of the NHSE planning process. In developing the plans the CCG with its partners will be ensuring compliance with each partners statutory duties, for the CCG this will include meeting its obligations around the NHS Constitution and putting in place improvement plans and programmes designed to deliver nationally stipulated standards.
- 20 We will also ensure we engage, involve and consult patients and the public on any service change, decommissioning or disinvestment decisions we may need to consider in light of the financial challenges the health and social care system faces.

Risk management

- 21 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 non-delivery of NHS Constitutional standards, and non-delivery of transformational change

Consultees

22 The STP Programme board includes representation from:

- a. Herefordshire CCG
- b. Wye Valley NHS Trust
- c. Taurus Healthcare
- d. 2Gether NHS Foundation Trust
- e. Herefordshire Council (director for adults and wellbeing)
- f. Herefordshire Carers Support
- g. Herefordshire Healthwatch

Appendices

None

Background papers

- None identified.