

Meeting:	Adults and wellbeing scrutiny committee
Meeting date:	Friday 18 October 2019
Title of report:	One Herefordshire and Integration Briefing
Report by:	Director of adults and communities Director of strategy and transformation (NHS Herefordshire Clinical Commissioning Group and One Herefordshire)

Classification

Open

Decision type

This is not an executive decision

Wards affected

(All Wards)

Purpose and summary

To provide an updated overview of the Sustainability and Transformation Programme (STP), One Herefordshire and the integration agenda for health and social care.

The report and presentation seek the views of the scrutiny committee on the progress of the programme to date, and any elements of the programme which may benefit from inclusion in the committee's future work programme.

Recommendation(s)

That:

- (a) performance and plans be reviewed and the committee determine any recommendations it wishes to make to the executive and/or relevant health bodies to secure improvement; and**
- (b) the committee identify any items for inclusion in its future work programme.**

Alternative options

1. There are no alternative options to the recommendations as it is a function of the committee to review and scrutinise any matter relating to the planning, provision and operation of the health service within its area. The committee also has the function to make recommendations to a responsible NHS body on any NHS matter it has reviewed or scrutinised; and to make reports or recommendations to the executive with respect to the discharge of any functions which are the responsibility of the executive.
2. As the integration agenda continues to progress across the Herefordshire and Worcestershire STP footprint and with the future merger of the Clinical Commissioning Groups (CCG) an option to explore joint scrutiny work across Herefordshire and Worcestershire could be considered by the committee on identified key health and social care agendas, and/or the integration programme as a whole. If a joint scrutiny committee is to be sought, a recommendation will need to be made to Council to approve the establishment and membership of the joint committee.

Key considerations

3. This paper and the attached background presentation provide an overview of the current plans for the Herefordshire and Worcestershire STP, One Herefordshire and the integration plan delivered by the Better Care Fund Plan (BCF). More information on STPs, Herefordshire and Worcestershire STP, One Herefordshire and the BCF can be found on the following links:

www.england.nhs.uk/integratedcare/stps/fags/

www.england.nhs.uk/integratedcare/stps/view-stps/herefordshire-and-worcestershire

www.herefordshireccg.nhs.uk/who-we-are/publications/strategies-and-plans/sustainability-and-transformation-plan

www.england.nhs.uk/ourwork/part-rel/transformation-fund/bcf-plan/

4. The evolving landscape of STPs and integration has been cemented in the recently published NHS Long Term Plan (www.england.nhs.uk/long-term-plan/) where the key five themes include:
 - A new service model for the 21st Century
 - People will get more control over their own health and personalised care when they need it
 - Local NHS organisations will increasingly focus on population health and fulfilling their duties in reducing health inequalities whilst moving to Integrated Care Systems everywhere
 - Digitally-enabled primary and outpatient care will go mainstream across the NHS
 - Reducing pressure on emergency hospital services
5. The new service model for the 21st Century describes a change for General Practice, moving to Primary Care Networks (PCNs) to deliver care to a population of 30-50k. In Herefordshire this would be 5 PCNs across 4 localities (2 PCNs in Hereford city). The

plan commits funding to the networks for additional resources to support the vision to improve population health, support self-care and reduce the length of stay in hospitals by providing more support in locality areas.

6. STPs have been evolving over the past few years, and developed across Herefordshire and Worcestershire based on an NHS footprint. The next step is STPs transitioning into Integrated Care Systems (ICS) across the country by April 2021. This will involve a shift of decision making to a partnership approach across commissioners and providers, to drive integrated care delivery, better utilise resources, improve population health and reduce inequalities.
7. Key changes are also emerging for CCGs, to streamline commissioning arrangements which could typically involve a single CCG for each ICS/STP area. CCGs will become leaner and more strategic, and will support providers to partner with local authorities and other organisation on population health, inequalities and service redesign.
8. The priorities in the NHS Long Term Plan are areas we are already working, both within the Herefordshire and Worcestershire STP and the work of One Herefordshire.
9. During 2019/20 the Herefordshire and Worcestershire STP will be transitioning into the new ways of working, and developing to absorb NHSE/NHSI responsibilities as these are devolved. This includes developing partnership forums – that enable us to work through a partnership approach whilst recognising that accountability and responsibility of individual organisations won't change.
10. As part of the development of STPs into ICSs the local 'place' will need to be developed, as the NHS seeks to engage in a meaningful manner with the council and local communities to address wider wellbeing, population outcomes and inequalities. This concept of 'place' is best described as being co-terminous with health and wellbeing board boundaries, making One Herefordshire our local vehicle to drive this forward. This will include supporting the development of PCNs at more local level, as well as working with the council and local communities to address wider wellbeing.
11. One Herefordshire is our place based partnership, and we are currently developing our five year integration plan. Our vision is for Herefordshire to be a county of healthy individuals living within healthy communities:
 - Herefordshire residents will be supported and enabled to keep themselves well at home.
 - When needed they will have joined up care and support, underpinned by specialist expertise, delivered in the best place by the most appropriate people.
 - Our services will be clinically and financially sustainable, working in partnership to make best use of the 'Herefordshire pound' within the Herefordshire and Worcestershire Integrated Care System (ICS).
12. There are a number of priority areas that are being developed within One Herefordshire for the next two years and these are:

Year 1 Priorities

- Community resilience
- Integrated primary, community and mental health services

- Urgent care, including frailty, dementia and end of life
- Elective care: musculoskeletal, ophthalmology, dermatology and outpatient redesign
- Digital and population health management

Year 2 Priorities

- Prevention
 - Psychological interventions
 - Complex mental health needs
 - Back office and infrastructure
 - Estates
13. The Better Care Fund and integration plan is an integral part to the delivery of the One Herefordshire programme. The plan was refreshed last year to provide an overview of the key areas of focus for partners. The 2019/20 national guidance is yet to be published, however the national framework is available for the BCF which explains that 2019/20 will be a transition year where the BCF will be reviewed and full details expected for 2020 and beyond later in the year.
 14. The quarterly performance report for BCF shows that delayed transfers of care (DToc) and the urgent care system remains a challenge for health and social care, this includes providing the appropriate level of support to keep people at home and admissions into care homes, which is an area the committee could consider in the future work programme.

Community impact

15. In accordance with the adopted code of governance, Herefordshire Council achieves its intended outcomes by providing a mixture of legal, regulatory and practical interventions. Determining, the right mix of these is an important strategic choice to make sure outcomes are achieved. The council needs robust decision-making mechanisms to ensure our outcomes can be achieved in a way that provides the best use of resources whilst still enabling efficient and effective operations and recognises that a culture and structure for scrutiny are key elements for accountable decision making, policy development and review.
16. The changes described are aligned and integral to delivering the NHS Long Term Plan and by providing services at a locality level also supports the local authority's corporate objective to 'enable residents to live safe, healthy and independent lives'.
17. The plans are intended to move our health and social care system to a new service model in which patients get more options, better support and properly joined up care at the right time in the optimal care setting will support communities to remain within their own homes and reduce the need for hospitalisation and long term care. This will support our objectives of building community resilience and tackling health inequalities.
18. One Herefordshire recognises 'Talk Community', the community plan that the adults and communities directorate, as a critical underpinning component of One Herefordshire and its 5 year strategy. It will support One Herefordshire partners in improving wider wellbeing and population outcomes, as well as addressing their statutory duties around health inequalities. Citizens have the right to expect your NHS to assess the health requirements of your community and to commission and put in place the services to meet

those needs as considered necessary, and in the case of public health services commissioned by local authorities, to take steps to improve the health of the local community.

Equality duty

19. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to -

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
20. The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services. The STP is developing a more joined up approach to its equality duties, and has an STP equality work stream which is developing a robust and uniform approach to equality impact assessment across Herefordshire and Worcestershire.
21. The council and CCG are committed to equality and diversity using the public sector equality duty (Equality Act 2010) to eliminate unlawful discrimination, advance equality of opportunity and foster good relations. All equality considerations are taken into account.
22. It is not envisaged that the recommendations in this report will negatively disadvantage the following nine groups with protected characteristics: age, disability, gender, reassignment, marriage and civil partnerships, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
23. The BCF programme aims to deliver better outcomes for older and disabled people and supports the council in proactively delivering its equality duty under the act. This is through improving the health and wellbeing of people in Herefordshire by enabling them to take greater control over their own homes and communities. There are no negative impacts for looked after children or with respect to the council's corporate parenting role.

Resource implications

24. The One Herefordshire 5 year integration plan is currently in development, and will demonstrate how we will work collectively to use our resources more efficiently.
25. The BCF is considered within this programme of work however the guidance has yet to be published for 2019/20 and the BCF has clear national conditions and metrics on the funding and allocations of the budget.
26. The BCF has clear national conditions and metrics on the funding and allocations of the budget and is considered within this programme of work. The BCF plan has been agreed with the CCG for 2019/20 and the BCF, IBCF and Winter Pressures funding for 2020/21 has been confirmed in the budget.

27. Additional funding has been committed by the Department of Health to support the development of the PCNs, increasing resources across the networks for a number of professional roles.

Legal implications

28. Article 6 of the council's constitution provides that the role of the scrutiny committees is to help develop policy, to carry out reviews of council and other local services, and to hold decision makers to account for their actions and decisions.
29. If a joint scrutiny committee is proposed it will require the agreement of full Council and, in this instance, Worcestershire County Council. Under Herefordshire Council's constitution, provision is made to establish joint arrangements with one or more local authorities to exercise Council, or a mixture of Council and executive functions, or to advise the council on any matter. These arrangements may involve the appointment of a joint committee with these other local authorities, including the determination of terms of reference and the appointment of members to that committee.

Risk management

30. There are a number of risks associated with the changes described and these will be managed through the One Herefordshire executive body (the One Herefordshire Health and Care Partnership), the Integrated Care Alliance Board, which are health and care partnership boards as well as through council directorate boards and within the council via the directorate and/or corporate risk register.

31.

Risk / opportunity

STP and NHS undertaking timely and appropriate engagement with stakeholders and key partners on key issues. Often due to conflicting priorities this can result in limited time for consultation/engagement on key issues.

The STP focusses on a Herefordshire and Worcestershire integrated care system model rather than placed based solutions.

Unable to recruit to the planned posts to deliver the PCN model, in the context of local and national workforce challenges.

Mitigation

Where possible the local transformational programme and timescales are being carefully scoped to ensure full engagement/consultation is undertaken.

Development of the place based model through One Herefordshire will ensure that local people continue to receive the appropriate level of care. It will also ensure care is more joined up for service users, and that we are supporting prevention and wider wellbeing.

Recruitment campaign is underway and this will continue until posts are filled. Portfolio careers and shared roles across organisations will support recruitment.

Planning guidance for the BCF is delayed further resulting in lack of assurance of future funding and uncertainty of the future programme and funding for BCF

Council officers continue to work with local health partners to develop a local health and social care integration plan to mitigate where possible.

Consultees

32. With the launch of the NHS Long Term Plan in January there was also a national requirement to engage with the public and stakeholders. The engagement process was set out to seek views and comments on the local priority areas in the LTP. Engagement activity, face-to-face and an online survey was undertaken by Healthwatch Herefordshire (on behalf of Healthwatch Herefordshire and Worcestershire) and STP engagement teams. See appendix 2 for the full engagement report. All feedback is published on the STP and scrutiny is asked to consider how they would like to use the information to inform their work.
33. There has not been a need to undertake consultation on this paper as there are no specific service change proposals to be consulted on. Any changes resulting from implementation of specific areas of the presentation will be consulted on fully with the council and other key stakeholders.

Appendices

Appendix 1 Scrutiny committee presentation

Appendix 2 NHS Long Term Plan 2019: Healthwatch engagement report

Background papers

None