

<b>Report to:</b>	<b>HEALTH AND WELLBEING BOARD</b>
<b>Relevant Officer:</b>	Dr Amanda Doyle, Blackpool Clinical Commissioning Group
<b>Relevant Cabinet Member</b>	Councillor Graham Cain, Cabinet Secretary (Resilient Communities)
<b>Date of Meeting</b>	18 January 2017

## LANCASHIRE AND SOUTH CUMBRIA CHANGE PROGRAMME AND SUSTAINABILITY AND TRANSFORMATION PROGRAMME UPDATE

### 1.0 Purpose of the report:

1.1 The Health and Wellbeing Board received the Lancashire and South Cumbria Sustainability and Transformation Plan (STP) on 19 October 2016, at a joint meeting with Blackburn with Darwen and Lancashire Health and Wellbeing Board. This report seeks to update the Health and Wellbeing Board, on:

- Sustainability and Transformation Plan– solutions and work streams
- Sustainability and Transformation Plan – summary document
- Case for Change

It sets out the current status of these and alerts the Board to up-coming milestones and activities, and sets out how these are being managed through the agreed Healthier Lancashire and South Cumbria governance and programme arrangements.

### 2.0 Recommendation(s):

2.1 To note the content of this update report.

### 3.0 Reasons for recommendation(s):

3.1 The Health and Wellbeing Board should be assured that the Lancashire and South Cumbria Change Programme (LSCCP) has created a good infrastructure for the Sustainability and Transformation Plan. The governance arrangements for the Lancashire and South Cumbria Change Programme are now in place.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? Yes

3.3 Other alternative options to be considered:

None.

**4.0 Council Priority:**

4.1 The relevant Council Priority is: “Creating stronger communities and increasing resilience”.

**5.0 Background Information**

5.1 On 21 October 2016, the third and final submission of the draft Sustainability and Transformation Plan was submitted to NHS England. Sustainability and Transformation Plans were requested through the NHS planning guidance issued in December 2015 with every health and care system asked to create its own ambitious local blueprint for accelerating its implementation of the NHS Five Year Forward View.

5.2 The Sustainability and Transformation Plan (STP) for Lancashire and South Cumbria (LSC) has been developed through Healthier Lancashire and South Cumbria and has utilised the agreed change programme approach and built on work that was already being undertaken, this included the Alignment of the Plans (May-October 2015), Case for Change Report (April-June 2016).

5.3 The three Health and Wellbeing Boards (Blackpool, Blackburn with Darwen and Lancashire County) held a joint meeting on 19 October 2016 to receive the Sustainability and Transformation Plan third draft and supported its submission by Dr Amanda Doyle, Sustainability and Transformation Plan Lead, to NHS England. Cumbria County Council also discussed the Sustainability and Transformation Plan informally at its meeting in October.

5.4 While it had been expected that the 44 Sustainability and Transformation Plans nationally would remain draft and therefore not public documents, Lancashire and South Cumbria felt it was important to share the Sustainability and Transformation Plan and to continue to engage with stakeholders on its development and implementation. On 11 November 2016 the Lancashire and South Cumbria Sustainability and Transformation Plan third draft was published and is available on [www.lancshiresouthcumbria.org.uk](http://www.lancshiresouthcumbria.org.uk) The Sustainability and Transformation Plan had been sent to all stakeholder organisations and local MPs

5.5 This paper is intended to provide the Health and Wellbeing Board, following on from the joint meeting (of three boards) on 19 October 2016, with an update on:

- Sustainability and Transformation Plan – design solutions and work streams

- Sustainability and Transformation Plan summary document
- Case for change

5.7 The Sustainability and Transformation Plan is guided by some key objectives established by partners in Healthier Lancashire and South Cumbria (HLSC):

- To set out a clear direction of travel for the unified health and care system in Lancashire and South Cumbria as the Five Year Forward View has across England
- To achieve fundamental and measurable improvements in health outcomes
- To reduce health inequalities across Lancashire and South Cumbria
- To achieve parity of esteem for mental health and physical health across Lancashire and South Cumbria
- To ensure greater focus on ill-health prevention, early intervention and self-care where this improves outcomes
- To ensure change is supported by a clear evidence base or an evaluation structure where evidence is not available
- To remove organisational or professional boundaries that get in the way of progress

To make maximum use of new technology when this will improve the quality of care provided.

5.8 **Steps already made:**

- An agreed and working governance structure, this is designed to allow us to make collaborative decisions at the required pace of change
- A detailed evidential case for change which has informed the assumptions and principles that partners are working on in their local systems and a consistent and well tested process to bring about the transformation on the required size and at the necessary speed that our population needs require
- An emerging future health and care system proposal, that is built on the strength of our five local health and care economies as the delivery mechanisms; providing integrated services to local populations, ensuring stronger primary and community services to provide a greater range of services closer to people's homes.
- Agreed priority work streams across the Sustainability and Transformation Plan footprint, with clear scope to ensure that we are able to sustainably reduce the demands on hospitals and ambulance services of avoidable admissions and stays – allowing better care quality and a focus on efficient pathways of care for more complex conditions. Allowing investment in preventative and community based services – allowing improvements in quality of services, including urgent and emergency care and making them

more accessible to the whole population, (right care, right time, right place) – allowing quality standards to be enhanced over a one service approach for services such as cancer, mental health and learning disabilities.

#### 5.9 **Steps still needed:**

- Deliver already agreed plans, and utilise the opportunities through agreeing two year contracts by December 2016. Deliver evidence based, best practice recommendations such as sharing back office functions and other efficiencies detailed in the Carter Report and the Right-Care initiative
- Implement agreed policies such as those around procedures with a lower clinical impact
- Agree the resources to mobilise the Sustainability and Transformation Plan footprint work streams to undertake the gold standard solution design process around
  - urgent and emergency care to ensure a model that is high quality and affordable
  - hospital and out of hospital services to ensure they are joined up, integrated and focused on population need and achieve agreed standards
  - Transformation of primary care as the nucleus of a personal, wellbeing, community based model of care
  - Ensuring mental health needs are equal to physical health
- Make the most effective use of the resources (funding, people, technology) available to us
- Maximise the opportunities around new technology and free the workforce across the system to build on existing achievements and provide better outcomes for patients and communities. Making sure all our staff have sustainable career prospects, learning opportunities and are able to make the difference to peoples' health and wellbeing they want to.

#### 5.10 **Update on solutions and work streams**

The NHS organisations are currently working across their local health and care economies to develop and sign off two year operational plans, this work is being assured by NHS England. The plans and subsequent contracts are informed by the financial and activity analysis that was done for the STP which has now been cut by local delivery plan area and STP work stream.

Work across provider organisations and the clinical commissioning groups has already been progressing in respect of Rightcare and Carter recommendations with opportunities and benefits being considered and reported through the two year operational plans and contracts.

In respect of interventions of lower clinical value and other existing policies, the senior person leading on these is currently finalising an implementation plan which will include further clinical engagement to develop wording and to ensure adoption of the policy, along with utilisation of IT systems to support clinicians to use the policies and support patients with regard to the impact of the policy. These plans will be signed off and monitored by the Collaborative Commissioning Board.

Central Lancashire and Pennine Lancashire local delivery plan areas have been enacting the solution design process, with events attracting over 100 delegates, this is informing and shaping their local delivery plans.

In respect of the Sustainability and Transformation Plan work streams progress has been:

- A proposal for a 12 week review of acute, specialised and urgent and emergency care services is being developed through the work stream, a workshop was held on 29 November 2016 and the proposal was then signed off at the Programme Board on 7 December 2016. Additional specialist support to the Senior Responsible Officer has been secured and funded. This will provide an accelerated analysis and design process to develop an evidence based long list of options and provide a framework for addressing the options for individual services and will inform the work of acute and specialised work stream, the urgent and emergency care work stream and the NHS provider group.
- The primary care, prevention and population health, and mental health work streams presented their initiation documents to the Programme Board on 7 December 2016 to enable the Board to consider priorities and utilisation of resources and to recommend to the Joint Committee of Clinical Commissioning Groups (JCCCGs) a work programme for 2017/18. Including the decisions that the JCCCGs will be expected to take. These documents have been developed over the last few months with stakeholders.
- The detailed plans around workforce and digital health and IT will be further developed in the New Year following agreement on the activities and milestones of all the work streams and the completion of local delivery plans at Christmas.

#### 5.11 **Summary document and case for change**

A narrative document is being developed to ensure a much wider involvement, communication and engagement plan across the STP footprint with a much broader stakeholder group of the public and staff. This document will also incorporate the case for change, so it will include:

- The reasons/arguments/need for change

- What improvements in the future could be and what they would mean for people
- How we are proposing to make the changes happen, setting out the approach and principles and objectives and how this will be done at organisational, local delivery plan and Sustainability and Transformation Plan levels

This document will be agreed and signed off by the JCCCGs and a variety of formats will be provided to support the wider engagement and involvement activities, this will include leaflets, an infographic presentation, slides, posters etc. and in effect will 'launch' Healthier Lancashire and South Cumbria.

The document and all associated materials and products are being developed at the moment and these are expected to be thoroughly tested through specially convened stakeholder groups in early January. A plan for engagement and involvement and communication across all stakeholders is being compiled and will be reviewed by the Programme Board on 18<sup>th</sup> January 2017. This plan will ensure targeted activities, both through the local delivery plan areas and across the Sustainability and Transformation Plan footprint, for public, staff, local politicians and elected members. While Roger Baker, the Comms and Engagement Director has recently left, Neil Greaves, will be starting with Healthier Lancashire and South Cumbria from January and will be contacting people to help design and inform the plans over the coming weeks.

**5.12 Conclusions**

Work has progressed on the sustainability elements of the Sustainability and Transformation Plan, including plans and further implementation of opportunities afforded by Right Care and Carter and this is being monitored through the Collaborative Commissioning Board (which includes health and local government).

The transformation programme of work is now being mobilised and priorities and resources being considered and agreed at the Healthier Lancashire and South Cumbria Programme Board.

There will be a significant level of engagement, involvement and communication activities immediately after Christmas, which will be focused on widening the stakeholder group to the public and staff.

5.13 Does the information submitted include any exempt information? No

**5.14 List of Appendices**

None

**6.0 Legal considerations:**

6.1 None

**7.0 Human Resources considerations:**

7.1 None

**8.0 Equalities considerations:**

8.1 None

**9.0 Financial considerations:**

9.1 None

**10.0 Risk management considerations:**

10.1 None

**11.0 Ethical considerations:**

11.1 None

**12.0 Internal/ External Consultation undertaken:**

12.1 None

**13.0 Background papers and further information:**

13.1 Delivering the Five Year Forward View: NHS planning guidance 2016/ 2017-2020/ 2021 published 22 December 2016 by NHS England.