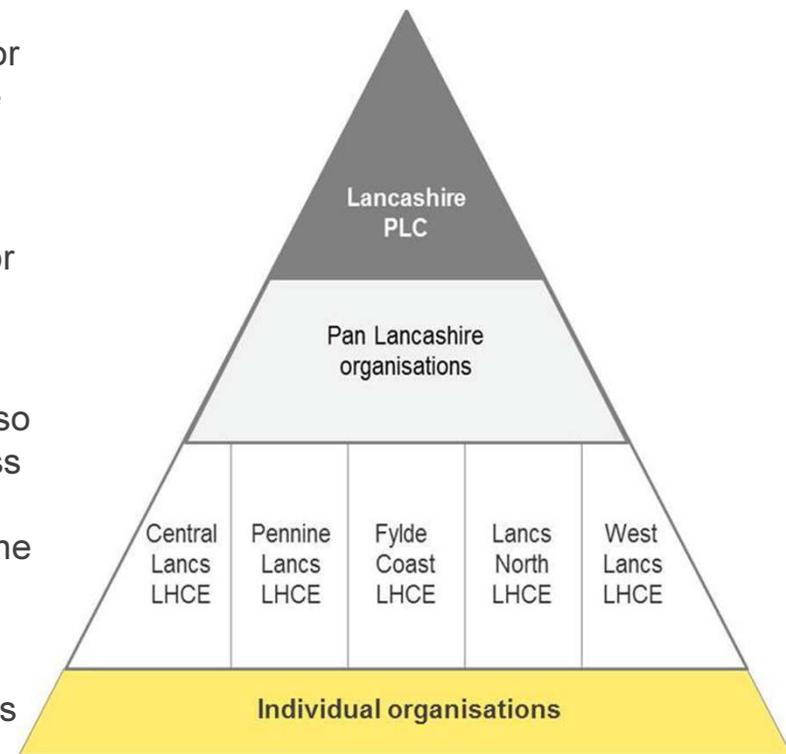
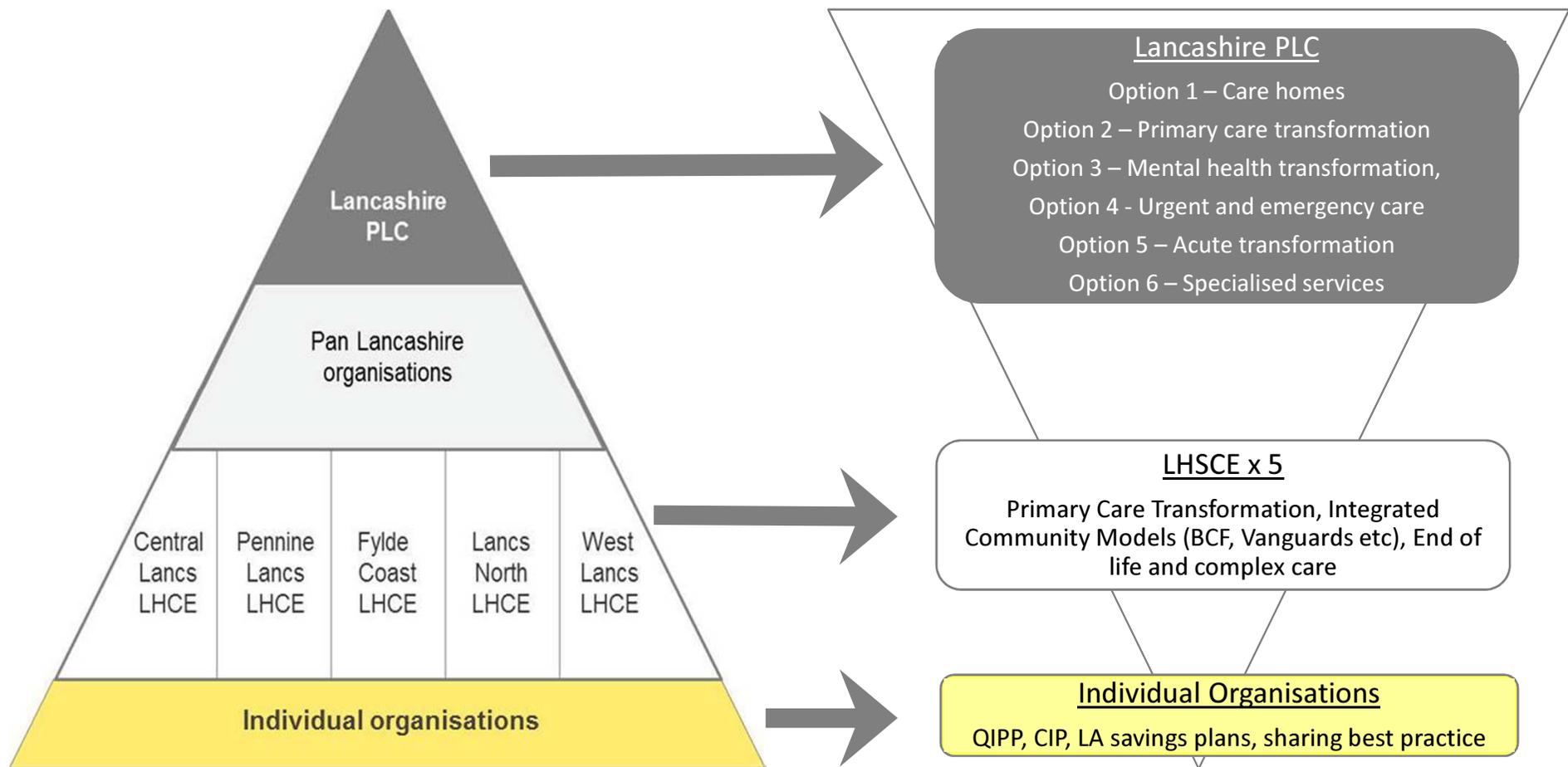


Healthier Lancashire Update
Blackpool Health and Wellbeing Board
27th January 2015
Samantha Nicol, Healthier Lancashire Director

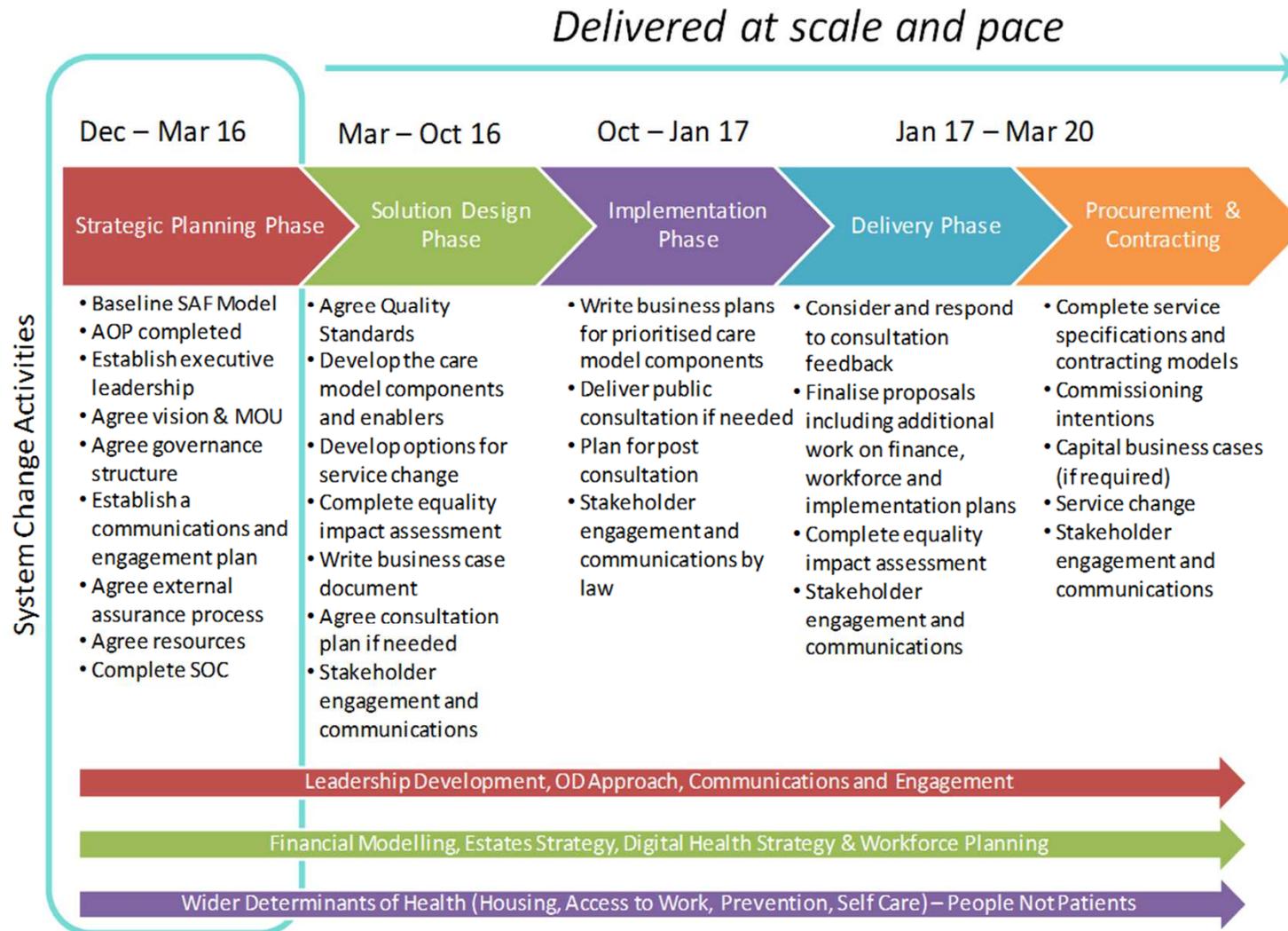
- The Alignment of Plans project was commissioned by the Healthier Lancashire organisations to gain a region-wide view of the scale and consistency of challenge they were facing collectively. The report:
 - Outlines key population needs, workforce and estates challenges
 - Details the financial Lancashire challenge over the next five years under existing service models.
 - Consolidates a Lancashire wide view of the current plans in place and how far they go to addressing the challenges faced.
 - Outlines possible options that the Lancashire health and care system could explore further to close remaining service, financial and quality gaps.

- At a Lancashire PLC level: Seeking new opportunities for truly transformational change and leveraging system wide assets and influence
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- ▶ At a Pan Lancashire level: Accepting compromise and agreeing consistent service models to enable efficiency for pan Lancashire organisations and make the system navigable for patients and care providers
- ▶ At a LHCE level: Having a framework for commonality so system remains navigable and learning can happen across LHCEs and encouraging innovation at a local level as addressing truly local challenges and piloting at scale to the benefit of Lancashire. Working collaboratively between neighbours rather than against
- ▶ At an individual organisation level: Ongoing relentless delivery of sustainable CIPs, QIPP and cost reduction will still be required





The proposal is that we build the foundations for collaboration. We would do this by...



- The Healthier Lancashire Executive Leadership Summit was held on 19th November 2015 to:
 - Confirm agreement for a programme of the scale and ambition outlined in the AoP report to address the Lancashire challenge and deliver a sustainable health and care system for Lancashire.
 - Confirm what needs to be done across Lancashire and how it will be done
 - Agree what needs to be done together by the Healthier Lancashire organisations by Christmas 2015 and March 2016 to mobilise the programme

Key decisions and programme principles for mobilisation at pace

A number of key decisions were made during the Healthier Lancashire Leadership Executive Summit which will underpin the mobilisation and delivery of the programme. From these decisions a number of draft programme principles about the way of working and commitment from senior leaders were agreed.

Decisions

The following decisions were agreed:

- Commitment to a shared programme of this scale and ambition to develop a plan for sustainable health and care public services
- Use local senior leaders to chair the committees and groups in the governance structure with external expert reference group/advisory arrangements and build on work/groups already in place to strengthen leadership e.g. strengthen provider leadership building on the vanguard bid
- Use volunteer arrangements to provide immediate senior leadership resourcing to the programme whilst the governance arrangements are being formally established. A number of leaders at the Summit volunteered and were supported to form a small 'interim steering group' to mobilise the programme with the Healthier Lancashire Team. The group members are:
 - Amanda Doyle (Chair, Commissioner)
 - Harry Catherall (Combined Authority)
 - Graham Urwin (NHSE)
 - Karen Partington (Trust CEO)
 - Stewart Lucas (Voluntary Sector)
- There are a number of established groups and potential clinical/care leaders who the interim steering group will engage with to establish the foundations of the programme
- The Healthier Lancashire Team will develop the narrative and key messages in preparation for the Chairs and CEO workshop on 30th Nov

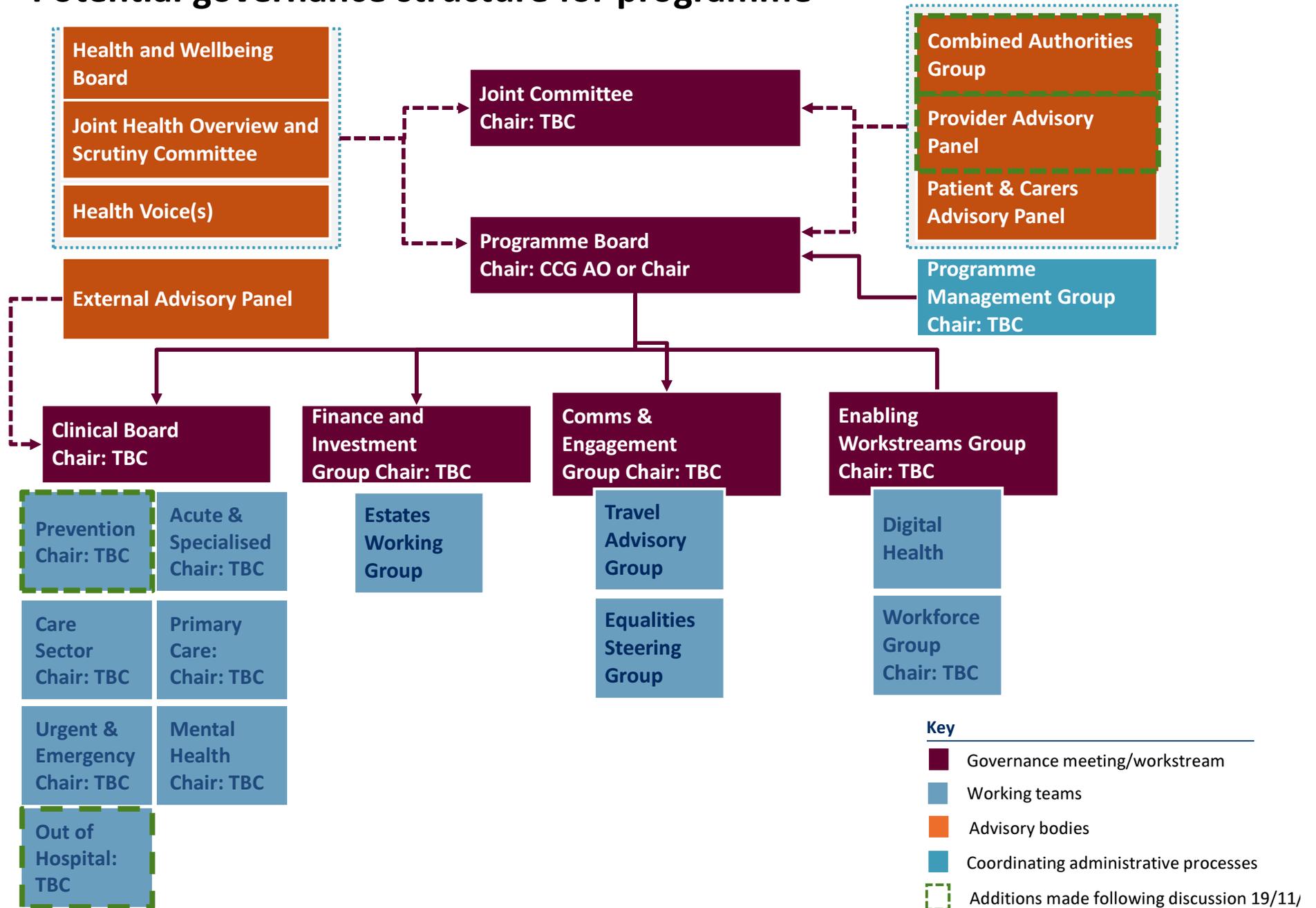
Draft programme principles

The following set of draft programme principles emerged from the discussions:

- Healthier Lancashire is the programme of work to deliver sustainable health and care services for Lancashire.
- Lancashire organisations provide their 'best people' resource for the programme
- The Lancashire Leadership Forum and Lancashire organisations senior leaders identify a Healthier Lancashire protected day each week which is used for programme delivery
 - A day by day plan is produced to Christmas 2015, and similar approaches used throughout the programme to ensure the delivery to critical deadlines

These draft programme principles will be tested and will be included in an MOU (or equivalent.) The programme principles will be developed with more principles agreed and added over the coming few months.

Potential governance structure for programme



Work plan to Christmas and March 2016

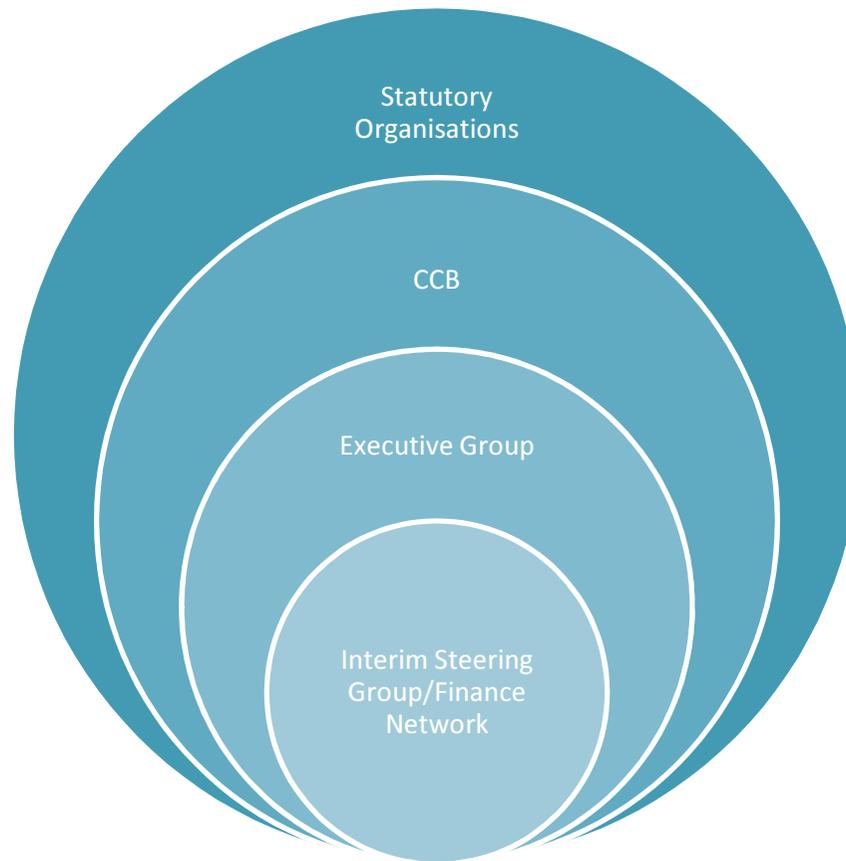
In the final workshop session the Leadership Forum reflected on the group discussions and agreed actions that need to be completed between now and Christmas and to end March 2016 to mobilise the programme, and complete the NHSE and Combined Authority devolution timeline requirements.

By Christmas 2015

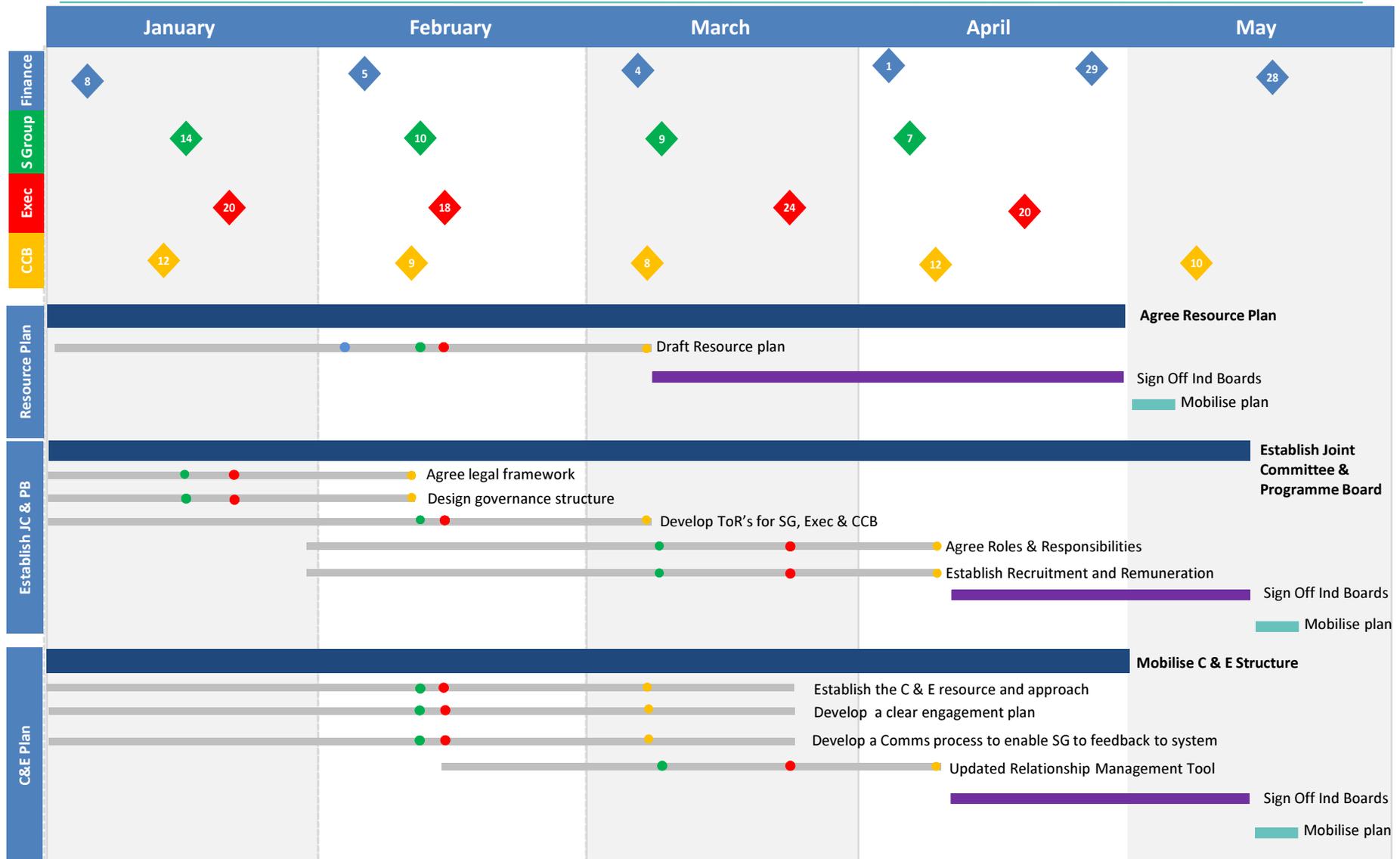
- **Establish the foundations of the programme:** Building on the Healthier Lancashire programme put senior leadership core resources in place (on an immediate voluntary basis) for the programme whilst formal resourcing arrangements are agreed. It was agreed by the group that Amanda Doyle will lead the programme and chair the interim steering group until the programme is fully launched at the end of March.
- **Refine the governance arrangements:** : Through the workshop scheduled for the 30th November (for CEOs and Chairs) discuss and refine the draft governance structure so the draft proposal of governance arrangements is completed. This should include discussion about the HWB arrangements and strengthening provider leadership building on the Vanguard bid
- **Develop the programme approach:** A draft approach will be developed through the workshop on the 30th November. Following the Chairs and CEOs review a second iteration of the approach will be prepared so the accountable officers can discuss the approach with their governing bodies. The approach will include:
 - Establishing executive collaborative leadership and supporting its development
 - Governance structure and approach
 - Programme resourcing approach
 - Engagement approach
 - Confirm the programme footprint

By end March 2016

- **Develop the case for change and strategic financial framework to meet the Combined Authority devolution and NHSE timetables:** The case for change will develop a robust and consistent health and care narrative as to why the programme is needed and why working across Lancashire on the proposed priorities is the best way to address this to deliver a sustainable health and care service for Lancashire. The development of the case for change and strategic financial framework development will require full and transparent engagement with key stakeholders including providers, local authorities, public health, patients and the public .
- **Mobilise the governance arrangements:** Present the draft governance structure proposal to organisation boards/governing bodies for their agreement and sign off. Implement the agreed governance structure following agreement and sign off.
- **Resource the programme:** Agree resources, cost and funding streams across Lancashire organisations. Agree role descriptions and appoint to roles
- **Mobilise the programme:** To review the current position, support development of the case for change and develop opportunities and models of care options



Interim Critical path from January to May



- The Five Year Forward View is being used as a vehicle to issue two key pieces of planning guidance to the system which are key for the Lancashire challenge:
 - Organisations are expected to go into next year with an agreed and reconciled financial position, with the onus on working together and dovetailing requirements
 - Areas will be expected to produce and publish a joint plan for sustainability by early summer 2016. The plan will detail the new models of care that will be used to deliver sustainability for the agreed footprint

To support this approach every health economy will be expected to indicate the footprint they will work to for sustainability by 29th January 2016. At the NHSE Workshop on 13th January 2016 the general consensus was that each local health and care locality would develop their Sustainability and Transformation Plan and that the 5 across Lancashire would come together under an ‘umbrella’ plan that included Healthier Lancashire, Better Care Fund and other pan Lancashire plans and approaches that were already in place. Discussions are ongoing about the most appropriate way to co-ordinate this ‘umbrella’ plan.

- Established and implementing a detailed 90 day plan
 - Via Steering Group and Transformation Executive Group
- Designing and Agreeing Governance Arrangements
 - Legal advice
 - Discussion with each sector
- Designing, agreeing and populating the programme structure
 - Dispersed Leadership Model
 - Programme Management Office
- Designing, agreeing and mobilising the communications and involvement approach