

HEALTH AND WELLBEING BOARD



TO:	Health and Wellbeing Board
FROM:	Sally McIvor – Strategic Director Health and Care (Pennine Lancashire) Claire Jackson- Programme Director Integrated Commissioning (Blackburn with Darwen)
DATE:	8 th March 2016

SUBJECT: Health and Care System Planning – 2016 onwards

1. PURPOSE

The purpose of this report is to provide Health and Wellbeing Board members with an update on NHS planning guidance and local government policy drivers. It outlines the planning requirements for health and care at Pan Lancashire, Pennine and Blackburn with Darwen CCG levels including the development of a 5 year system wide Sustainability and Transformation Plan (STP). The report also outlines the proposed arrangements at a Pennine Lancashire level to deliver integrated health and care.

2. RECOMMENDATIONS FOR THE HEALTH & WELLBEING BOARD

Health and Wellbeing Board members are recommended to:

- To comment upon the requirements and progress towards developing a 'Place' based Sustainability and Transformation Plan (STP) and associated delivery plans
- Note the Healthier Lancashire and Pennine Lancashire structures to govern the development and delivery of plans
- Note the requirement for CCGs to develop one year operational plans for 2016/17

3. BACKGROUND

The Five Year Forward view for the NHS, published in October 2014, sets out a new shared vision for the future of the NHS based around new models of care. It was developed by the partner organisations that deliver and oversee health and care services including Care Quality Commission, Public Health England and NHS Improvement (previously Monitor and National Trust Development Authority). The report set out a number of ways that the NHS needs to change, particularly:

- Increasing the need to manage systems as networks of care not just organisations
- Out-of-hospital care needs to become a much larger part of what the NHS does
- Services need to be integrated around the patient. For example a patient with cancer needs their mental health and social care coordinated around them. Patients with mental illness need their physical health addressed at the same time
- The need to learn much faster from the best examples, not just from within the UK but internationally
- The need to evaluate new care models to establish which produce the best experience for patients and the best value for money.

The Forward View advocated a more preventative focus is required to improve the nation's health and wellbeing, and that new approaches will need to:

- Incentivise and support healthier behaviours
- Strengthen local leadership on public health
- Provide targeted prevention
- Provide NHS support to help people get and stay in employment

- Promote workplace health, particularly NHS workplace
- Empower patients; engage communities and create a social movement for health.

The Forward View confirmed that the health and care infrastructure needs to undergo massive transformation by 2020, in order to bridge a national £30billion funding gap and be fit for purpose to meet the changing needs of the population.

The Forward View incorporated the Better Care Fund, which was announced by the Government in the June 2013 spending round to ensure transformation and integration across health and social care. Blackburn with Darwen Better Care Fund plan was assured following submission in September 2014 and set out local plans for integrating health and care.

4. RATIONALE

Following on from the Forward View, the Government set the NHS an ambitious mandate for 2016-17, to drive forward delivery. The mandate sets out the key objectives to 2020 and how the NHS will achieve them, including arrangements for the Better Care Fund and NHS England's budget for the 5 year period. The mandate tasks the NHS with a number of objectives, with performance expectations for 2016/17. The objectives are as follows:

1. Through better commissioning, improve local and national health outcomes, particularly by addressing poor outcomes and inequalities
2. To help create the safest, highest quality health and care service
3. To balance the NHS budget and improve efficiency and productivity
4. To lead a step change in the NHS preventing ill health and supporting people to live healthier lives
5. To maintain and improve performance against core standards
6. To improve out of hospital care
7. To support research, innovation and growth.

The Spending review in November 2015 further supported the national drive for integration, setting out an ambitious plan that requires health and care systems to be integrated by 2020. Every part of the country must have a plan in place for this in 2017, implemented by 2020. Areas will be able to graduate from the existing Better Care Fund programme once they can demonstrate that they have moved beyond its requirements.

NHS Planning Guidance 2016/17-2020/21- Delivering the Forward View

In response to the mandate set by the Department of Health, NHS England released planning guidance on 23rd December 2015 which sets out how NHS organisations and their partners are expected to deliver the mandate and plan to meet the Five Year Forward View by 2020.

The guidance differs from its predecessors, as the focus is around a whole system approach to 'place' based health and social care planning. It requires systems to work together to produce a sustainable plan that both meets quality and performance standards and ensures financial sustainability. This will require conjoined commissioner and provider plans which align activity and finance.

Requirements include;

- all local health and care systems to develop a 5 year Sustainability and Transformation Plan (STP), covering the period October 2016 to March 2021. These plans will be subject to a formal assessment in July 2016, following submission in June 2016
- all provider trusts and CCGs develop and submit a one year operational plan for 2016/17. These plans will need to be 'consistent with the emerging STP' and in time to enable contract sign off by end of March 2016.

The guidance also highlights that plans should be a holistic and ambitious local footprint for accelerating the implementation of the Five Year Forward View and closing the gaps in health inequalities, quality and finance. Local leaders are encouraged to come together to develop a shared plan.

The STP will support the application for additional funding for 2017/18 onwards, mainly to support the

implementation of New Models of Care, cancer and mental health services. The guidance is clear that funding will only be made available if plans are of sufficient quality, if they demonstrate that actions can be implemented and if they demonstrate strength and unity of local system leadership and partnerships.

Wider public sector reform

A number of wider public sector reform activities are also being considered for the next five years to ensure that a future model is fit for purpose. In particular, all local authorities across Lancashire are consulting on proposals for a combined authority, which will lead to greater collaborative working between all councils and more cost-effective policy and interventions, and ultimately improved outcomes for our local population. The proposed key objectives of the Lancashire Combined Authority are to ensure:

- A Prosperous Lancashire, which is recognised as a destination of choice, to do business in, live or visit, building upon the work of the Lancashire Enterprise Partnership to deliver a Lancashire where residents and businesses alike can benefit from this rising prosperity;
- A Connected Lancashire with digital and transport connectivity across the county and to neighbouring areas. Lancashire needs the ability and the flexibility to make policy and investment decisions on digital and transport connectivity which are tailored to address local needs;
- A Skilled Lancashire which can meet the demands of employers and future business growth, supporting employment opportunities for residents;
- Better Homes for Lancashire where residents have better living standards with good quality homes and a wide housing offer. To do this we need homes and housing land supply that meet the needs of market demand and provides developers and buyers with confidence in the housing market;
- Public Services Working Together with integrated public services at the heart of local communities, with a focus on giving everyone the opportunity for a healthier life.

Health and social care integration is likely to form the first phase of the Combined Authority “Public Services Working Together” objective and as such Healthier Lancashire will become the Combined Authority’s delivery vehicle for this programme of work.

5. KEY ISSUES

Healthier Lancashire

Early in 2015, system leaders from across Lancashire commissioned a review into the health and care system and the financial challenges being faced. The review was led by the Healthier Lancashire Programme with a view to gaining 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 £805m financial challenge across Lancashire 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.

The Alignment of Plans report identified that whilst there are a number of systems that operate across Lancashire as a whole (pan-Lancashire), the county itself could be split into five natural, local health and care economies, where the bulk of the health and care system reside.

In response to the challenges in the Plan, a programme of work is being scoped that will drive the changes required, at a pan-Lancashire level and a Local Health and Care Economy level, to achieve transformation across the health and care system and crucially, the efficiencies that are required to meet the predicted budget deficit.

Lancashire and South Cumbria Sustainability and Transformation Plan

The local footprint for delivery of the STP has been determined as Lancashire and South Cumbria by NHS England. This will be constructed from 5 Local Health and Care Economy plans which are being formed by the constituent bodies within those economies. Pennine Lancashire will form the local footprint for Blackburn with Darwen.

The Healthier Lancashire programme will facilitate the amalgamation of the health economy plans and the overarching principles and process for the Lancashire-wide work. This will incorporate local authority requirements.

The STP will further build on, and be informed by the successful integration and strong partnership working across health and care in Blackburn with Darwen and Pennine Lancashire to date. This will include learning from Better Care Fund plan development and delivery which BwD Health and Wellbeing Board members have been fully engaged in.

Pennine Lancashire Transformation Programme

The Pennine Lancashire Transformation Programme was established 18 months ago to identify how health, well-being and care can be improved through integration. The programme is led by Chief Executives from Blackburn with Darwen Local Authority, Blackburn with Darwen CCG, Lancashire County Council, East Lancashire Hospitals Trust, Lancashire Care Foundation Trust and East Lancashire Clinical Commissioning Group. Following the Healthier Lancashire alignment of plans report, the Pennine Lancashire Programme has been re-configured to reflect the recommendations for local delivery.

Recently, agreement has been reached for Chairs and political leaders to form the Pennine Lancashire System Leaders Forum which will provide overarching governance and accountability for this programme of change. Senior officers have been released from organisations to take forward the work required to develop a new system for health and care. The agreed governance structure is outlined within appendix 1.

Blackburn with Darwen CCG Operational Plan

Blackburn with Darwen CCG is required to develop a one year Operational Plan by April 2016 which will need to be agreed by NHS England and NHS Improvement. The Operational Plan will be regarded as year one of the 5 year STP. The Operational Plan is required to outline how CCGs will deliver 9 'must dos' including:

- Develop a high quality and agreed STP
- Return the system to financial balance
- Develop and implement a local plan to address the sustainability and quality of general practice
- Get back on track with access standards for A&E and ambulance waits
- Improvement against and maintenance of the 18 week Referral to Treatment standards
- Deliver the NHS Constitution cancer waiting time standards
- Achieve and maintain two new mental health access standards and dementia diagnosis rates
- Deliver actions set out in local plans to transform care for people with learning disabilities
- Develop and implement an affordable plan to make improvements in quality.

Better Care Fund planning and monitoring will be more aligned to CCG Operational Plan returns submitted to NHS England, to ensure a more consistent approach.

6. POLICY IMPLICATIONS

The key policy drivers are outlined within the main body of this report. Local areas are expected to fulfil these requirements. Details of any plans affecting Blackburn with Darwen will be presented to the Board in due course.

7. FINANCIAL IMPLICATIONS

There are no specific financial requirements associated with this report. Any future implications associated with the planning process will be presented to the Board along with detailed plans.

8. LEGAL IMPLICATIONS

At present there are no specific legal implications arising from this report.

9. RESOURCE IMPLICATIONS

Officer capacity will be required to support the development and delivery of future plans. Senior Officers are in the process of being released from organisations to take forward all the work required to develop a new system for health and care.

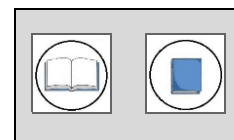
10. EQUALITY AND HEALTH IMPLICATIONS

The development of plans referred to in this report will be required to undergo equality and health impact assessments. It is the intention of these plans to reduce inequalities and improve health outcomes.

11. CONSULTATIONS

A programme of consultation and engagement will be mobilised as part of the development and delivery of plans. Communication and engagement sub groups have been established for both Pan and Pennine Lancashire programmes.

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CONTACT OFFICER:	Sally McIvor Claire Jackson
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BACKGROUND PAPER:	



Appendix 1

Pennine Lancashire Governance Structure

