

HEALTH AND WELLBEING BOARD



TO:	Health and Wellbeing Board
FROM:	Dr Chris Clayton Chief Officer, Together A Healthier Future Transformation Programme
DATE:	20 June 2017

SUBJECT: Together A Healthier Future Transformation Programme

1. PURPOSE

The purpose of this report is to provide Health and Wellbeing Board members with an update on the development of Pennine Lancashire's Local Delivery Plan through the Together A Healthier Future Transformation Programme.

2. RECOMMENDATIONS FOR THE HEALTH & WELLBEING BOARD

Health and Wellbeing Board members are recommended to:

- To comment upon the progress towards developing a Local Delivery Plan for Pennine Lancashire

3. BACKGROUND

The Health and Wellbeing Board received a report at its meeting on 13 December which updated on the development of plans for health and care transformation at Pan Lancashire, Pennine and Blackburn with Darwen CCG levels, including the development of a five year system-wide Sustainability and Transformation Plan (STP).

4. RATIONALE

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. 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.
- 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.
- A more preventative focus is required to improve the nation's health and wellbeing.

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.

NHS Planning Guidance 2016/17-2020/21- Delivering the Forward View 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 focuses on a whole system approach to 'place' based health and social care planning. It requires systems to work together to produce a five-year Sustainability and Transformation Plan that set out a holistic and ambitious agenda for accelerating the implementation of the Five Year Forward View and closing the gaps in health inequalities, quality and finance.

The Next Steps on the NHS Five Year Forward View published in March 2017, reiterated the Government's commitment to delivering on the Five Year Forward View and provided additional emphasis on and support for Sustainability and Transformation Plans.

The Pennine Lancashire Transformation Programme was established two years ago to identify how health, wellbeing 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.

A refreshed governance structure was put in place early in 2016 and includes the Pennine Lancashire System Leaders Forum which provides overarching governance and accountability for this programme of change. A Programme Management Office is now established and a programme management and reporting structure, including a risk framework, is in place.

The Together A Healthier Future Programme is currently developing proposals for a local delivery plan for Pennine Lancashire, which will set out proposals for a new model of care in line with the Programme's commitments:

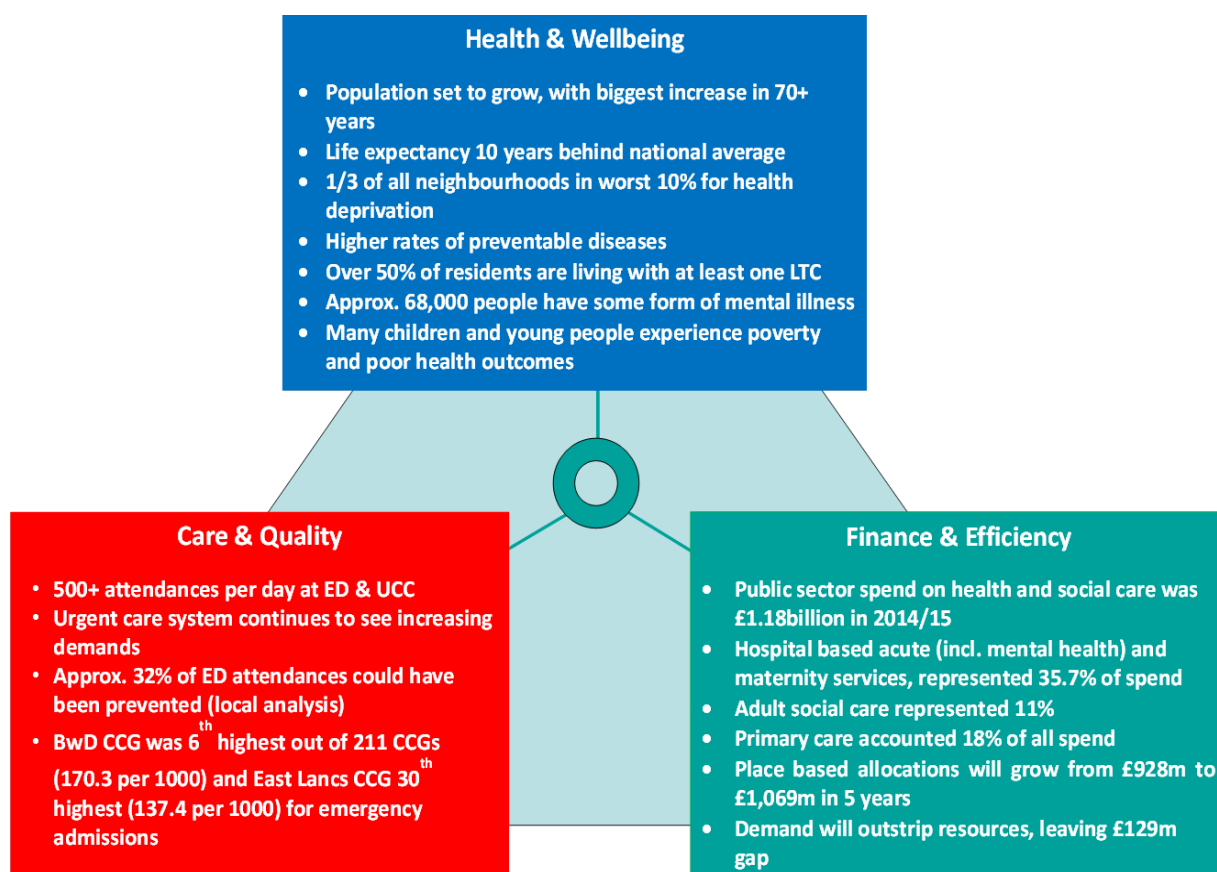
- We will create an effective, integrated, person and family centred Locality Services Model, incorporating NHS, Social Care, Primary Care, and the Voluntary, Community and Faith Sector, that is capable of managing the escalation of demand in neighbourhood and community settings, keeping people and families safe and well in their own homes
- We will transform urgent and emergency care to ensure that the people of Pennine Lancashire with urgent care needs will receive a highly responsive service that delivers care as close to home as possible and that those with serious or life-threatening conditions are treated in centres with the very best expertise and facilities in order to maximise their chances of survival and a good recovery
- We will improve on all of our key 'Variations in Care' through standardisation of pathways and best practice interventions and improve the health and wellbeing outcomes of our population overall
- We will develop a comprehensive health promotion and wellbeing programme focussing on community resilience, disease prevention, citizen empowerment and the development of volunteering, through a single public sector approach working with the Voluntary, Community and Faith Sector
- We will deliver our comprehensive programme of enablers for change, including workforce transformation, better use of technology, consistent communications and engagement, and estates optimisation .

5. KEY ISSUES

The Pennine Lancashire Transformation Programme was established two years ago and 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.

A refreshed governance structure was put in place early in 2016 and includes the Pennine Lancashire System Leaders' Forum which provides overarching governance and accountability for this programme of change. A Programme Management Office is now established and a programme management and reporting structure, including a risk framework, is in place. The Pennine Lancashire Transformation Programme is currently developing its overarching business case (the Pennine Plan), which will be published in Autumn 2017, in line with the timescales for publication of detailed proposals for the Lancashire and South Cumbria Sustainability and Transformation Plan.

The Pennine Plan will set out the Transformation Programme's response to the Pennine Lancashire Case for Change (published in summer 2016). The Case for Change identified the key issues to be addressed to achieve the Triple Aim of improving population health outcomes, improving care and quality and achieving financial sustainability. This is set out below:



The Programme has utilised the Solution Design Process to develop the new model of care. Solution Design provides a framework for designing, refining and approving the key elements of the new health and care system. It ensures a wide range of health and care professionals and patient representatives are involved in the design of the new health and care system and includes public engagement as an integral part of the process. It is a 'tried and tested' methodology and has been used by a number of other STP areas and tested through Judicial Review processes.

The new model of care places individuals and their families at its heart, in line with the agreed Pennine Lancashire Programme Principles, and recognises the importance of individuals and families living in Healthy Homes and Healthy Communities. Health, care and wellbeing services are being designed within the four components which reflect that the 'system' response to the needs of Pennine residents will operate at different levels of intensity.

The components are:

- Living Happy, Healthy and Well
- Keeping Happy, Healthy and Well
- Joined-Up Care and Support
- In-Hospital Care and Support.

The new model of care is illustrated through the diagram below:



A summary of each component is included below:

- **Living Happy, Healthy and Well:** Encouraging and enabling people to maintain healthy lifestyles, in healthy environments that will prevent people from becoming unwell. This could include everything that people may need to allow them to live happy, healthy and well. The majority of services that support this sit outside of traditional 'health services.' Empowering people to take care of their own health and make positive lifestyle choices are key elements and this is enabled by the use of technology.
- **Keeping Happy, Healthy and Well:** Delivering low levels of support for people when they do become a "patient", perhaps with a long term condition or a short term illness. Self-management and positive lifestyle choices are promoted, but advice and support is available for people should they need it, particularly through the voluntary, community and faith sector and this is enabled by technology. People know where to go and who to contact for additional support should their situation worsen. Services are proactively targeting people with significant health risks, through neighbourhoods and primary care, in order to prevent their health and wellbeing from deteriorating.

- **Joined- Up Care and Support:** Delivering the best possible support for people to help them manage their health conditions in an out-of-hospital setting. This is likely to be focussed on those people with one or more long term conditions who need more intensive and complex support. A key ambition is that support is available for someone within their home, or as close to their home as possible. If required, 'step-up' into emergency or in-hospital care is effectively co-ordinated, with a view to achieving a timely and well-planned discharge.
- **In Hospital Care and Support:** Recognising that there is care and support that only hospitals can do best. Ensuring we deliver the best possible care for people when they are in hospital. Delivering effective continuity of care including clearly agreed pathways for ambulatory care sensitive conditions.

The Programme is currently progressing economic modelling to develop assumptions and forecasts about the impacts of changing services and service delivery. Phase one of this modelling work was completed at the end of January 2017, and work now continues to expand this work to include additional new services, as they are designed, and broaden the scope of the services that could be impacted by the changes, to include impacts on community services and social care. This modelling activity is supporting the development of a number of detailed business cases which will provide the specifications for the new Model of Care.

It is anticipated that full details of proposals for the new Model of Care, will be published, in the form of a draft Pennine Plan, for formal engagement in Autumn 2017. It is anticipated that the Lancashire and South Cumbria Sustainability and Transformation Plan will also undertake engagement within this timeframe. In line with the Pennine Lancashire governance arrangements, the development of these business cases and strategies will be overseen by the Pennine Lancashire System Leaders' Forum, and regular update reports, and draft documents, will also be submitted to organisational governing bodies for comment and approval prior to publication.

The Pennine Lancashire System Leaders' Forum is working through an agreed process to develop proposals for how an Accountable Care System could be designed for Pennine Lancashire. This will include consideration of the proposals for the new models of care and discussions about which services are appropriate for inclusion in the design of an Accountable Care System. The System Leaders' Forum have now agreed to explore five key tests, that they believe will focus the work for the Transformation Programme over the next twelve months and enable System Leaders to progress an approach to system-wide working and test the effectiveness of system-wide decision making. These five key tests are:

1. Single, Outcome-Based Accountability System
2. System-Wide Commissioning Function
3. Establish Neighbourhood Health and Wellbeing Teams
4. Delegated Authority/Freedom to Act
5. One Workforce

The details related to these tests are currently being scoped, along with action plans for implementation up until April 2018.

6. POLICY IMPLICATIONS

The key policy drivers are outlined within the main body of this report. Local areas are expected to fulfil these requirements. The draft Pennine Plan 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.

10. EQUALITY AND HEALTH IMPLICATIONS

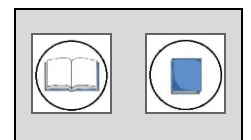
The development of plans referred to in this report will undergo equality and health impact assessments. It is the intention of these plans to reduce inequalities and improve health outcomes.

11. CONSULTATIONS

A comprehensive programme of engagement continues to be conducted as part of the Together A Healthier Future Transformation Programme. This has included four, structured public engagement events to date, along with a number of informal discussions with various groups and a strong social media presence. Further engagement activity will be carried out over Summer 2017, prior to the publication of the draft Pennine Plan in the Autumn, which will itself, be subjected to formal engagement.

VERSION:	0.1
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DATE:	30 May 2017
BACKGROUND PAPER:	



Appendix A