

# HEALTH AND WELLBEING BOARD



<b>TO:</b>	Health and Wellbeing Board
<b>FROM:</b>	Samantha Nicol Director - Healthier Lancashire
<b>DATE:</b>	21 June 2016

**SUBJECT: LANCASHIRE AND SOUTH CUMBRIA SUSTAINABILITY & TRANSFORMATION PLAN UPDATE BLACKBURN WITH DARWEN COUNCIL HEALTH & WELLBEING BOARD**

## 1. PURPOSE

The purpose of this report is to provide the Health and Wellbeing Board with an update on the development of the Lancashire and South Cumbria Sustainability and Transformation Plan (STP).

The original NHS England guidance regarding the STP which was published in December 2015, advised that STPs are approved by the Health and Wellbeing Board prior to 30 June 2016 submission deadline. However, on Friday 20 May 2016, NHS England issued new guidance. An extract from this guidance is as follows:

*“The plans that you submit on June 30th will form the basis for a face to face personal conversation with the national leadership in the NHS throughout July, and will be a key part of a subsequent managerial process to inform decisions about the geographical targeting of growth in the intervening years to 2020. Your submissions will therefore be work in progress, and as such we do not anticipate the requirement for formal approval from your boards and/or consultation at this early stage. We will, however, wish to be assured that your plans reflect a shared view from your leadership team where possible, based upon the needs of patients and taxpayers, and a robust plan to engage more formally with boards and partners following the July conversations.”*

Therefore, this report is an update of the system wide co-designed activities to develop the STP since December, rather than a final version of the STP requiring endorsement.

## 2. RECOMMENDATIONS FOR THE HEALTH & WELLBEING BOARD

The Health and Wellbeing Board is asked to:

- note the contents of this report
- provide any relevant comment on the Lancashire and South Cumbria STP

## 3. BACKGROUND

In January 2016, Healthier Lancashire, which now incorporates South Cumbria was tasked with coordinating and facilitating the development of the Lancashire and South Cumbria Sustainability and Transformation Plan. Throughout the development, having the HWB engagement and support of the STP has always been important, therefore robust feedback continues to be sought, in order to ensure that the STP is covering the priority areas for Lancashire and South Cumbria and has the necessary reach and ambition required.

## 4. RATIONALE

NHS England in December 2015 issued their planning guidance '*Delivering the Forward View: NHS Planning Guidance 2016/17-2020/21.*' This document was authored by six national NHS bodies and sets out a clear list of national priorities for 2016/17 and longer term challenges for local systems, together with financial assumptions and business rules. The guidance reflects the settlement reached with the Government through its new Mandate to NHS England and that the Mandate, for the first time, is not solely for the commissioning system, but sets objectives for the NHS as a whole.

NHS England asked every health and care system to come together to create their own ambitious local plan for accelerating its implementation of the 5 Year Forward View. STPs are expected to cover the period between October 2016 and March 2021 and will be subject to formal assessment in July 2016. The NHS was asked to focus between December 2015 and June 2016 on delivering core access, quality and financial standards (ensuring sustainability), while planning properly for the next five years (sustainable transformation).

### The Footprint and Accountable Leadership

On 29 January 2016 the Lancashire and Cumbria Clinical Commissioning Groups agreed to develop a Sustainability and Transformation Plan on a Lancashire and South Cumbria footprint and recognised Healthier Lancashire as the vehicle, through which the planning activities would be undertaken. Dr Amanda Doyle, Chief Clinical Officer, Blackpool CCG had already been nominated as the Chief Officer for Healthier Lancashire and as such, was supported by the organisations of the Lancashire and South Cumbria footprint to be one of the 44 STP leads nationally. The announcement of this was made by NHS England in March 2016.

### First Iteration of the STP

On 15 April 2016, the first draft of the Lancashire and South Cumbria STP was submitted to NHS England and subsequently circulated to the Healthier Lancashire and South Cumbria stakeholder organisations, for information.

The information contained in the first draft submission was taken from the Alignment of the Plans Report and the Healthier Lancashire Five Year Forward View, in addition to other documents or sources of information that had already been collaborated on and agreed by the stakeholder organisations.

### NHS England Review

At the beginning of May, the 44 STP leads were invited to face to face meetings with NHS England and NHS Improvement, amongst other national arm's length bodies. Dr Doyle attended the meeting in Leeds and was supported by a mix of health and social care colleagues across the footprint.

The initial feedback was supportive, particularly in relation to the collaborative work already undertaken through Healthier Lancashire. NHS England however, emphasised the need for the STP to clearly set out the shared ambition for radical change across the footprint to bring about sustainable and financially viable health and care services by 2020/21.

### Second Iteration of the STP

This feedback will be reflected in the next iteration of the STP, which is due to be drafted and submitted to NHS England by 30 June. It had been expected that this would be the final version of

the STP, but it has been recognised by NHS England that an agreed Case for Change will further strengthen the STP submission and will enable us to clearly articulate the radical ambitions across the patch for a future health and care system by 2020, therefore there will be a further update to the STP in October 2016.

As a consequence, the Health and Wellbeing Boards and stakeholder organisations are now continuing to be engaged and involved in the discussion and development of the STP, rather than, at this stage, being asked to support, or endorse it.

#### Update on the development of the Case for Change

The Healthier Lancashire and South Cumbria Programme are facilitating the development of the Case For Change and the Lancashire and South Cumbria system is being supported by Ernst Young to undertake this work and will ensure that there is a robust evidence based description of the challenges (and causes) across the system and that includes the disconnect currently between organisations, the local system and STP footprint objectives and those challenges. The Case for Change will also begin to set out where the opportunities are and to provide a robust evidence base of hypotheses and how these fit together, as a way of establishing the potential options for radical change to improve the health outcomes of our population(s) and to ensure sustainable health and care services.

## **5. KEY ISSUES**

### Priorities for the future

These hypotheses will be used to set the scope of the Healthier Lancashire and South Cumbria Programme and as a basis on which to undertake the co-design and co-production of solutions. The areas of focus are:

- Primary Care
- Urgent and Emergency Care and 7 day hospital services
- New Care Models
- Cancer
- Mental Health
- Learning Disabilities
- Digital health
- Prevention
- Supporting people to manage their own health, wellbeing and care
- Provision of acute care

A key principle of the Healthier Lancashire and South Cumbria Programme is co-design, once the Case for Change has set out the main hypotheses then the Programme will ensure the solution designs focus on co-designing proposed solutions based on achieving required quality standards and fitting within agreed guidelines. There is an urgent need to speed up the pace of change and focus on delivery in these areas, in addition to a national ambition for us to come up with radical and significant solutions to address the triple aims (care and quality, finance and efficiency and health and wellbeing gap).

The STP submitted in June will reflect the outcomes of the Ernst Young Case for Change work and it will assure NHS England of the robust process that the Case for Change will be used to engage not only the NHS, local authority and voluntary organisations in agreeing that radical change is necessary, in respect of a clear set of shared and consistently owned challenges. It will be the opportunity to engage the staff and the wider public and their political representatives in being involved in working together, bringing their perspectives to the production of solutions, that can be

robustly aligned around a single set of collaborative objectives. These objectives will include ensuring that the health outcomes of the population are measurably improved by 2020; that the health and care system is able to do this within their given financial resource envelope and that these are enabled through focus on agreed, evidenced care quality standards that drive and guide the redesign of the health and care system.

#### Ongoing review and challenge by NHS England

During July, the STP Chief Officers and their footprint colleagues will again have the opportunity to discuss the scale of ambition set out in their STPs with NHS England and NHS Improvement.

#### Next steps

It is now expected that the third, and final, iteration of the STP will be required in October 2016. The Case for Change will be utilised at pace to agree a future system model and to mobilise the work required, with a strong focus on delivery of our ambitions set out in the STP and surrounding the 10 priority areas.

#### Conclusions

The STP continues to be an iterative process between the Lancashire and South Cumbria footprint and NHS England. The development of the detailed content through the collaborative work of the Healthier Lancashire and South Cumbria Programme, will be built around the 10 areas of focus as outlined above, focusing on both health and social care services.

### **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 specifically affecting Blackburn with Darwen will be presented to the Board as and when developed.

### **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 the STP and associated 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 the Lancashire and South Cumbria Change Programme.

<b>VERSION:</b>	V1.0
-----------------	------

<b>CONTACT OFFICER:</b>	Harry Catherall
-------------------------	-----------------

<b>DATE:</b>	21 June 2016
--------------	--------------

<b>BACKGROUND PAPER:</b>	None
--------------------------	------

