

## Report for the Joint City and County Health Scrutiny Committee

### Introduction

Since the request to attend the Joint City and County Scrutiny Committee the Sustainability and Transformation Plan was published on the 24<sup>th</sup> November 2016. This plan will continue to be developed, it is not final, it is a reflection of local organisations' current thinking about what needs to be done to improve health and wellbeing, the quality of care and local services, and address the financial challenge.

The published STP is the draft plan submitted to NHS England on 21 October 2016 with some minor updating to reflect the decision by the acute hospital Trusts that they will no longer pursue a full merger but intend to work in a strategic partnership and the removal of Sherwood Forest NHS Foundation Trust from special measures. Three documents were published:

- A summary brief
- A standalone more detailed Executive Summary
- The full plan including the executive summary with appendices

These can be accessed by clicking the link [Sustainability and Transformation Plan \(STP\)](#).

The purpose of this report is to give an outline of the plan, an overview of the next steps including governance and delivery, and how we will engage citizens in the further development of the plan.

### Outline of the plan

Local NHS providers, clinical commissioning groups (CCGs), councils, and other health and care services have formed the Nottingham and Nottinghamshire STP footprint - one of 44 in England.

STPs will drive a genuine and sustainable transformation in health and care outcomes over the next five years and help accelerate the implementation of the *NHS Five Year Forward View* locally. As well as strengthening local relationships through joint planning and working, STPs provide partner organisations with a shared understanding of the current challenges, a joint ambition and the steps needed to achieve the sustainability of local health and care services for the future.

The STP for Nottingham and Nottinghamshire addresses how organisations will close the 'three gaps' identified in the *NHS Five Year Forward View* - the future vision for the NHS and social care – which relate to health and wellbeing, care and quality, and finance and efficiency.

The STP identifies five local 'high impact' areas for change:

1. Promote wellbeing, prevention, independence and self-care
2. Strengthen primary, community, social care and carer services
3. Simplify urgent and emergency care
4. Deliver technology enabled care
5. Ensure consistent and evidenced based pathways in planned care.

In addition, key supporting areas of work have been highlighted within the plan as crucial to delivery, including; improve housing and environment, strengthen acute services, driving system efficiency and effectiveness, future proof workforce and organisational development and proactive communication and engagement.

The STP partners will continue to work together to develop and deliver these plans - ensuring that health and care services are planned and delivered around the local needs of communities rather than around individual organisations.

Local people will see health and social care services increasingly working as one to improve care planning and patient and service user experiences of care. More services will move out of hospital and into community settings, closer to home, providing better access and value for public money. Improving social care, services for carers and access to primary and community urgent care will relieve pressure on our hospitals, helping people to navigate the system and get the right care, first time with the support and information they need.

Additional support and information will be available to encourage people to adopt healthier lifestyles, prevent disease and help people manage their own health better - improving quality of life and independence into old age. Information sharing and new technology will underpin many of the changes to how health and care services are delivered, from more professionals being able to access records and care plans through to personal devices used to monitor long-term health conditions.

A range of existing transformation programmes have all been integral to the development of the STP in order to ensure best practise locally is driven across the whole area. The core programmes referred to in developing the plan are:

- Mid Nottinghamshire Better Together vanguard
- Principia Partners in Health MCP Vanguard
- Greater Nottingham Urgent and Emergency Care Vanguard
- Nottingham City Enhanced health in care homes vanguard
- Nottingham North and East Primary Care Home vanguard
- East Midlands Radiology Consortium vanguard

The plan has been created having taken into account a wide range of consultation and engagement with citizens, groups and the workforce over the last 2-3 years which have confirmed that local people want:

- Support to stay well and independent
- Quality care with more services in or close to home
- Joined-up services, that will be there for generations

The STP priorities will either be delivered as Nottinghamshire wide initiatives (excluding Bassetlaw which as an associate to our plan and sits within the South Yorkshire STP) in particular where the STP highlighted opportunities for standardisation across the whole STP area or initiatives which are more effective in a larger footprint. The majority of initiatives will be delivered within two delivery units Mid Nottinghamshire and Greater Nottinghamshire (which will include south Nottinghamshire and the City of Nottingham). The delivery units are also exploring how our commissioner and provider landscapes will need to evolve to better meet the needs of our citizens. The landscape will need to be centred on place-based working in natural communities, in collaboration with general practice. A move towards strategic commissioning, with integration of services at provision level, facilitated by a population health management approach and capitated budgets may better enable the required transformation of services.

## **Next steps**

The Programme Executive has agreed the following priorities for the next few months as we move from developing the plan to mobilisation and implementation.

### *Publication, communications and engagement*

Following publication of the draft plan, the STP partner organisations are keen to hear feedback on the draft plan as a general direction of travel for health and care services across Nottingham and Nottinghamshire with an email address provided for feedback before the 15<sup>th</sup> January 2017. Partner organisations and the STP team are also utilising our existing communications and engagement opportunities to ensure as many stakeholders, public and staff have the opportunity to hear about and feedback on the draft plan.

Our vanguards have provided very good examples of citizen engagement and co-production of our new ways of delivering services and we will build upon this. Specific engagement in relation to the implementation of the plan and formal consultation will be planned to inform decisions about any significant changes to services as the STP is developed and implemented over the next five years. We are currently working to develop our implementation plans and approach which will identify areas that will require formal consultation

### *Undertaking a further iteration of plan to enable clear delivery and align the STP and organisational plans and contract.*

2017/18 is the most challenging year financially and we are working to ensure that responsibilities are clear and there is sufficient capacity in the right place to support delivery of the plans at sufficient pace. As a system we have £314m to save next year. Detailed work is being undertaken to support the mobilisation of the system to further develop and implement the priorities for 17/18. A further challenge is the need to balance the requirements placed on individual organisations with the broader priorities outlined in the STP.

### *Governance to enable implementation and delivery*

As we move from developing the plan to implementation the governance approach to the STP is being reviewed, together with the leadership and organisational development needed to ensure we can lead the cultural shift to deliver more collaborative working as system leaders for health and social care and assure delivery.

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