CARING TOGETHER

Welcome to the first newsletter of the Nottingham and Nottinghamshire Sustainability and Transformation Plan (STP) - a five-year plan to improve health and social care in the city and county for the benefit of local people.

PLAN SUBMITTED

Thursday 30 June saw the submission to NHS England of the Nottingham and Nottinghamshire Sustainability and Transformation Plan (STP). It was a landmark moment following weeks and months of events, meetings and ongoing discussions among key stakeholders. The plan sets out how we will transform health and social care over the next five years in the city and county. This first STP newsletter will explain what is in the plan and give you the background to how and why it has been produced. The plan, submitted on June 30, will form the basis for a face-to-face personal conversation with the national leadership in the NHS in July, and therefore is still a work in progress.

NATIONAL CONTEXT

The latest NHS shared planning guidance outlines a new approach to ensure that health and care services are planned by the local needs of a place rather than around individual organisations. Every health and care system needs to produce a five-year STP showing how local services will work together to improve the quality of care, their population’s health and wellbeing and NHS finances.

The local plans are designed to accelerate the implementation of the NHS Five Year Forward View. They will help drive a genuine and sustainable transformation in health and care outcomes between 2016 and 2021. They will also help build and strengthen local relationships, enabling a shared understanding of where we are now, our ambition for 2021 and the concrete steps needed to get us there. To deliver these plans, NHS providers, clinical commissioning groups (CCGs), local authorities, and other health and care services have come together to form 44 STP ‘footprints’. These are geographic areas in which people and organisations will work together to develop robust plans to transform the way that health and care is planned and delivered for their populations.

THE LOCAL ‘FOOTPRINT’

The planning footprint locally covers Nottingham and Nottinghamshire. Nottinghamshire comes under two separate NHS England regional areas: ‘Greater Nottingham / South Nottinghamshire’ and ‘Mid Nottinghamshire’ are part of Midlands and East, and Bassetlaw is part of North of England. NHS England following local discussions determined that Greater/South and Mid Nottinghamshire formed the STP footprint, with Bassetlaw as an associate.

We will be working in a strategically sound yet locally sensitive way recognising the good work that is already underway across the STP footprint, such as the ‘Better Together’ programme in Mid Nottinghamshire, the ‘We Care’ health and care partnership work in Greater Nottingham / South Nottinghamshire, our five vanguards (multi-specialty care provider, primary and acute care system, care homes, urgent and emergency care network, and radiology consortium), and the two integrated care pioneer programmes.

The STP footprint for Nottingham and Nottinghamshire covers six CCG areas, eight local authorities and a population of slightly more than one million people.
The Nottingham and Nottinghamshire Sustainability and Transformation Plan

AIMS AND OBJECTIVES

The STP for Nottingham and Nottinghamshire aims to:

1. Close the gaps identified in the NHS Five Year Forward View relating to health and wellbeing, care and quality, and finance and efficiency.

2. Tackle the high impact issues which will deliver the most return and support implementation of local innovations, in areas such as collective approaches to workforce and organisational development.

3. See organisations working together on changing cultures and health behaviours to maximise the benefits from new initiatives like self-care and promoting independence.

These overarching aims support the delivery of the objectives of the local health and care system to:

- Provide care organised around individuals and populations not institutions
- Provide preventative and proactive care enabling independence
- Enable people to remain at home where possible, with hospitals and care homes only for people who need to be in these settings (shifting resources to support this)
- Enable teams to work together across organisational boundaries delivering integrated care
- Provide value based and sustainable care based on the real needs of populations.

The STP will seek to achieve consistent and equitable standards of care for the local population.

HOW WILL WE MEET OUR AIMS AND OBJECTIVES?

1. Closing the gap: health and wellbeing

The STP will be produced for local citizens, with local citizens, addressing the needs of patients, service users, carers and local communities. This population is diverse, growing and ageing. Through previous engagement, our citizens have told us they want support to stay well, be independent and able to self-care wherever possible. The case for change is compelling with the need to collectively prevent the causes of ill health, thereby reducing demand for services and tackling health inequalities.

Linking in with local health and wellbeing strategies and intelligence from the joint strategic needs assessments, we will aim to reduce smoking prevalence, obesity, and the impact of alcohol and drugs; as well as fully implementing the diabetes prevention programme across Nottinghamshire. We will empower citizens to adopt and maintain healthy lifestyles and behaviours, manage ill health and promote good health and wellbeing.

Key to this will be support for the strategic partnership of Nottingham University Hospitals and Sherwood Forest Hospitals, with benefits in aiding staff recruitment and retention, consolidating services and improving patient safety.

We will also focus on linking our vanguards and other leading edge initiatives together, creating an accountable integrated care system of lasting value, potentially across all service offerings and providers over time.

Among the local sites taking forward national programmes in Nottingham and Nottinghamshire are the:

- East Midlands Radiology Consortium (EMRAD) vanguard at Nottingham University Hospitals
- Enhancing care in care homes in Nottingham City vanguard
- Greater Nottingham emergency and urgent care vanguard
- Mid Nottinghamshire Better Together (PACS) vanguard
- Principia Partners in Health (MCP) vanguard
- The Greater Nottingham Health and Care Partnership in the city and south of the county
- Transforming Care site for people with learning disabilities and/or autism in Nottinghamshire
- Integrated care pioneer sites in the city and county, linked in to support from the Better Care Fund.

2. Closing the gap: care and quality

The STP will seek to achieve consistent and equitable standards of care for the local population. There will be a single approach to quality and sustainable acute care provision focused on preventative, proactive care with more services provided in or closer to home. All partners are committed to the further reshaping of services and resources away from hospital towards the community, social care, voluntary support and primary care development. There are many opportunities to share the learning and adopt the new ways of working being gained from the numerous national programme sites – vanguards, pioneers and others – that are being progressed in the city and county.

3. Closing the gap: finance and efficiency

The city and county health and social care economy, like the rest of the country, faces significant financial challenges in the future if we do not take action now. Among our plans over the next five years we must align financial resources and incentives, with collective decision making about where resources are best placed. We also plan to develop new payment mechanisms linked to outcomes.
We must transform certain care pathways and services where we can obtain greater value for money. Critical to achieving financial balance in the long term is the need to promote self-care and independence, reducing the reliance on services (while improving the citizen experience).

**MAKING HIGH IMPACT CHANGES**

The STP has established four key areas where it aims to achieve high impact changes within Nottingham and Nottinghamshire:

1. **Prevention and promoting independence**
   
   Looking at how we can empower people to be healthier at all points in their life

2. **Primary and community care**
   
   Reducing hospital admissions of people with long-term conditions, supporting prevention at all stages of someone’s care and the early identification and effective management of early disease. This also includes supporting clinicians access the most appropriate services for their patients, developing primary care, and increasing collaborative and proactive care with a focus on personalised budgets

3. **Urgent and emergency care**
   
   Ensuring appropriate use of A&E, an urgent response for citizens in crisis, improving transfers of care and discharge, and improving navigation, advice and information for patients and professionals

4. **Technology enabled care**
   
   Supporting technology enabled practice, care and prevention. This includes better sharing of information and joint trusted assessor roles, increasing use of assistive technology to support independence, and providing information and advice to enable prevention, self-care and wellbeing.

   A series of enabling and supporting themes have been established within the STP:
   - Clear, consistent and evidence-based care pathways
   - Improved outcomes for individuals with mental health needs or learning disabilities
   - Self-care and carers support
   - Workforce and organisational development
   - Estates

**Critical to achieving financial balance in the long term is the need to promote self-care and independence, reducing the reliance on services (while improving the citizen experience).**

**LEADERSHIP**

Lead for the STP for Nottingham and Nottinghamshire is David Pearson, corporate director of adult social care, health and public protection and deputy chief executive at Nottinghamshire County Council, who is responsible for a wide range of services from front line social care to trading standards. From April 2014 to April 2015 David was president of the Association of Directors of Social Services, working with ministers, government departments and other national organisations and partners on areas including the financial sustainability of adult social care, implementation of the Care Act, and integration with health. A previous chair of the Mansfield and Ashfield CCG board, he has a masters research degree on health and care integration, and led on the Nottinghamshire Better Care Fund (BCF) plan.

Programme director of the STP for Nottingham and Nottinghamshire is Lucy Dodge, seconded from her role as a strategic director at Mansfield and Ashfield CCG supporting a programme of work to reconfigure primary, secondary, community and social care services. Lucy has broad experience in the acute sector (most recently as a foundation trust director), and also in central government and the private sector. Lucy has played key roles in developing the Nottinghamshire BCF plan, a primary and acute care system vanguard, and the Nottinghamshire integration pioneer site.
GOVERNANCE

Supporting the establishment, approval and implementation of the STP is a small team comprising the STP lead, programme director (on secondment) and programme manager (on secondment), providing leadership and capacity to take forward the joint work. Governance systems link the STP to the existing transformation programmes in Greater/South and Mid Nottinghamshire with reporting through to statutory organisations and the two Health and Wellbeing Boards.

Work is being progressed by a STP operational oversight group with task and finish groups as the mechanism for delivery of the STP. Strategic oversight of the STP is maintained by a Nottinghamshire steering group.

ORGANISATIONS

The following organisations are involved in the development and ongoing implementation of the STP:

- NHS Mansfield and Ashfield CCG
- NHS Newark and Sherwood CCG
- NHS Nottingham City CCG
- NHS Nottingham North and East CCG
- NHS Nottingham West CCG
- NHS Rushcliffe CCG
- Nottingham University Hospitals NHS Trust
- Sherwood Forest Hospitals NHS Foundation Trust
- Nottinghamshire Healthcare NHS Foundation Trust
- Nottingham CityCare Partnership CIC
- East Midlands Ambulance NHS Trust
- NHS England (specialised commissioning)
- Circle Nottingham Limited
- Nottingham Emergency Medical Services
- Central Nottinghamshire Clinical Services
- Primary care providers
- Local Medical Committee
- Community and voluntary sector partners
- Healthwatch Nottingham
- Healthwatch Nottinghamshire
- Nottingham City Council
- Nottinghamshire County Council
- Ashfield District Council
- Broxtowe Borough Council
- Gedling Borough Council
- Mansfield District Council
- Newark and Sherwood District Council
- Rushcliffe Borough Council
- Bassetlaw District Council (associates)
- Nottingham CCG (associates)
- Doncaster and Bassetlaw Hospitals NHS Foundation Trust (associates)

ENGAGEMENT

Engaging with a range of stakeholders across the health and care economy has been critical to the success of developing our STP and this engagement will continue as we further develop and implement the plan. Our engagement process has so far included all partners from the health and care economy, commissioners and providers, and additionally, district and borough councils, the independent sector, and voluntary/community sector organisations. Engagement has commenced and will continue with our two Health and Wellbeing Boards.

Major stakeholder meetings have taken place in March and June 2016 with CCGs, NHS providers, local authorities, voluntary sector partners and independent Healthwatch attending. Delegates considered the emerging strategic objectives, the gaps that needed addressing, and were able to feed into the development of the plan. Photographs from the stakeholder event on June 3 in Nottingham illustrate this first SP newsletter.

There has also been significant, ongoing provider engagement programmes at locality level, ensuring providers are actively involved in designing the local integrated care programmes. The plan incorporates insights gained from the extensive public, patient and carer engagement that has taken place as part of the major transformation programmes at locality level. Engagement with citizens will be carried out in the future via existing engagement channels of the plan’s partners.

CONTACT THE STP LEAD

Please email David Pearson on dave.pearson@nottscc.gov.uk and phone on 0115 977 3919.

REFERENCES