Introduction:

Building on engagement with local communities, we have a vision that we believe will help us attract the right staff and enable us to deliver services that are tailor-made for communities. Our vision is to create a centre of excellence for integrated health and social care provision in Staffordshire and Stoke on Trent.

Our ambition for integrated care in Staffordshire and Stoke-on-Trent is high. In the future, we want our patients to experience care which is more personalised, built around their individual needs and which consistently delivers a high quality and seamless experience.

Building on the development of ideas that has taken place over many years and engagement with local communities, we have a vision to create a centre of excellence for integrated health and social care provision across Staffordshire and Stoke on Trent – based around local communities and delivered by strong integrated community teams meeting the needs of the person rather than the condition. These teams will include health, social care and the voluntary sector. We will ‘right size’ our bed base across the system (acute and community) and have a relentless focus on improving how we organise and deliver our planned and urgent care. Mental health will be truly integrated with our physical health services at every level.

We all want the very best health and care for our population. While there are many examples of excellent care in Staffordshire and Stoke-on-Trent, we know we could do better. We don’t always reach the highest standards. We don’t always achieve the best possible outcomes for patients. We also, don’t always make the most of the talent we have in our workforce.

The health and care system in Staffordshire and Stoke-on-Trent is facing very significant challenges. Overall the health of our local population is not as good as in other parts of the country. The last few years of life are not as healthy as they should be. Locally the NHS finds it difficult to attract and retain the right staff to enable us to deliver services in a sustainable way. This is as much about our domiciliary care staff and our nursing home staff as it is about our qualified staff.

Some people are admitted to hospital, or stay too long in hospital, when they should have received care at home or in the community. The NHS in this area has significantly overspent its budget over a number of years. The Care Quality Commission, which inspects and regulates health and social care services, has declared some of our services to be in need of improvement. These are significant challenges, but we believe we can tackle them. People need to be able to take responsibility for their own health and wellbeing. We can ensure health and social care services work together more closely, we can encourage people to take better care of their own health and we can change the way in which we deliver some services.
Together We’re Better; Briefing Paper

Our Vision

Together We’re Better hosted its first Chairs and Chief Executives’ Forum on 10th April 2018, at which Sir Neil McKay introduced a refreshed draft vision and shared the areas in which we would be implementing some change in the spring and summer of this year (Implementation Priorities).

The Forum fed back on the vision and a revised proposal was put to the Health and Care Transformation Board in April. Richard Harling represented Staffordshire County Council and provided input into the vision. Two focus groups are being offered to members of the forum prior to a final version being presented at the Chairs and Chief Executives’ Forum in July.

The revised Vision is as follows:

For Staffordshire and Stoke-on-Trent to be as good as any health and care system in the country

This will require...

• an attack on the causes of ill-health and health inequalities
• a stronger emphasis on enhancing primary care
• less dependency on hospitals through a process of integrating out-of-hospital care for people with physical and mental health conditions
• a working environment that excites and motivates our staff so that Staffordshire and Stoke-on-Trent becomes renowned as a go to place for health and care professionals

To deliver our vision requires strong coalition of interests between all NHS and local government statutory bodies and with voluntary and third sector organisations, the public and our staff.

We will deliver outstanding health and care so that-

• people live well for longer (tackling our health in equality challenges)
• more care is delivered in the community with less need for you to go to hospital (GP at the centre with integrated community services wrapped around)
• you are treated as a person and not a set of conditions; physical, mental and social care needs as equals (genuine integration)
• your experience of health and care is the best it can be
• we will maximise the use of technology to improve how we deliver care
• our working environment excites and motivates our staff so that Staffordshire and Stoke-on-Trent becomes renowned as a go to place for health and care professionals (underpinned by strong, deliverable workforce strategies).

To deliver our vision requires strong coalition of interests between all NHS and local government statutory bodies and with voluntary and third sector organisations, the public and our staff.

Implementation Priorities

Together We’re Better is committed to empowering broad-based action to transform our system: consolidating gains and anchoring new approaches in our collective culture. To this end, we have agreed a series of implementation priorities to be realized in year (18/19). These priorities reflect the work undertaken by the partnership over the last eighteen months and seek to fast track in –
Together We’re Better; Briefing Paper

We want to show our intent by announcing significant change in each of the following areas.

Prevention and wellbeing:
- Two exemplar frailty hubs up and running in Staffordshire (Burntwood) & Stoke-on-Trent by end of Summer 2018 (enabling personal wellbeing and self-management, supporting local community networks, offering assistive technologies & early & co-ordinated support)
- Development of Social Prescribing Proposals by September 2018
- Immediate pathway work on key LTC’s – primary and secondary prevention

Integrated Care Teams:
- Early adopter ICTs sites in place by July 2018
- Fully integrated services – physical and mental health - to support frailty, LTC management, admission avoidance, local urgent care offer

Greater ambitions for primary care:
- To implement Improved Access to Primary Care by October 2018.
- To support, encourage and align with GP federations and collaborative GP working where that drives sustainability of General Practice
- Strong underpinning workforce strategy to address local primary care challenge (May 2018)

Improving Mental Health
- Proposals for the integration of physical and mental health provision in Integrated Care Teams by July 2018.
- Significant reduction in out of area placements

Improving Urgent and Emergency care:
- Overarching Urgent and Emergency Care Model agreed by June 2018.
- Decision on additional system acute bed requirement beds by July 2018.

Future vision of health and care services in Stafford
- Detailed delivery plan of UHNM elective activity shift to County Hospital
- Agreed organisational and system approach to current site configuration of St George’s and County Hospital by October 2018

Implement a programme of change locally through the Alliance Boards
- Alliance Partnership Boards need to move at pace into a “delivery phase” which entails gaining agreement on delivery of the core offer and anticipated population outcomes for Alliance Boards; focusing on Care Homes, Frail Elderly and EOL Care.
- Drive the delivery of integrated care teams in their area – holding all partners to account

The Together We’re Better Team is in the process of working with key stakeholders and Programme Boards to establish timescales and implementation plans. Further updates will be delivered in due course.
Together We’re Better; Briefing Paper

Our Proposed Engagement and Consultation

Together We’re Better are committed to consult with stakeholders, the public and our workforce about any proposal which we have “under consideration” for a substantial development of or variation in the provision of health and care services in Staffordshire and Stoke on Trent. We anticipate there to be four potential areas for consideration under engagement and consultation at this time. These are:

**Simplifying urgent and emergency care**

We have more people going to accident and emergency departments than other areas in England. We want to make it easier for people to understand where else they can go when they have a healthcare emergency and ensure the treatment they receive is timely and of high quality. Together We’re Better aims to embark on engagement and consultation processes to simplifying the Urgent and Emergency care offer. We will be seeking views on items such as:

- Community based urgent care services
- Acute Urgent & Emergency Care proposals
- An understanding of the choices people make (current, perceived and how it might change with a different offer being available) and the impact on accident and emergency departments.

**Improving Community Hospitals (South; Sir Robert Peel Community Hospital in Tamworth and Samuel Johnson Community Hospital Lichfield)**

North Staffordshire and Stoke-on-Trent Clinical Commissioning Groups (CCGs) are engaging the public and stakeholders on the future of local health services in the city and north of the county; this will lead to a statutory public consultation in late 2018.

In the south of the county, there are two community hospitals and Together We’re Better is proposing we may embark upon an engagement and consultation program to establish priorities on how to improve the services offered by them.

**New vision for health and care in Stafford and Stoke-on-Trent**

County Hospital in Stafford remains financially challenged and Royal Stoke University Hospital is failing to see people within four hours of arriving at its A&E department and cancelling too many operations because the beds are needed for people coming into accident and emergency. Together We’re better are proposing to engage and consult to develop a positive new vision for health and care in Stafford and Stoke-on-Trent to address these issues.

**Addressing the low numbers of births at County Hospital**

The Freestanding Midwifery Birth Unit (FMBU) at County Hospital, Stafford is suitable for women who could give birth at home. The number of women choosing to give birth at the FMBU is very low; just 137 between April 2016 and March 2017. This falls short of national safety guidelines regarding the ratio of midwives to the number of births in a year. Together We’re Better aims to provide a safe environment for women giving birth and so we plan to review the future of the Freestanding Midwifery Birth Unit at County Hospital.
**Together We’re Better; Briefing Paper**

**Engagement process and draft timetable**

It should be noted the Clinical Commissioning Groups have the statutory legal responsibility for any formal public consultation process and will be the body(s) that makes the decisions informed by any consultation process. The core team of Together We’re Better will co-ordinate and deliver the process, with members of the partnership, on their behalf.

Together We’re Better is planning a three-phase approach to public and stakeholder engagement; spanning solutions development (based on issues identified since the last report to the committee), options development and appraisal and finally statutory public consultation.

We are planning to organise a public and stakeholder event in each of the district and borough council areas and two in the city (10 in total). They will start in July this year and run for eight weeks (running between 4pm and 8pm). The events will be led by staff working in the services which are part of the engagement exercise, who will also be available to speak to community and voluntary sector meetings, alongside a number of Feedback Ambassadors.

The following table sets out key dates for the engagement outlined above:

<table>
<thead>
<tr>
<th>Phase</th>
<th>Start</th>
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<tbody>
<tr>
<td>Pre-Consultation engagement commences</td>
<td>July 2018</td>
</tr>
<tr>
<td>Initiation of Clinical Senate review of new Care Models (4 months)</td>
<td>November 2018</td>
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<tr>
<td>Initiation of NHSE Stage 2 assurance process</td>
<td>November 2018</td>
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<tr>
<td>Consultation Exercise Undertaken (12 weeks)</td>
<td>July 2019</td>
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**Recommendation**

The Healthy Staffordshire Select Committee is a key stakeholder and a consultee in the any Together We’re Better engagement and consultation. Officers are respectfully asked to consider engagement and consultation priorities and support the STP Team in sharing their views on the possible impacts on our services and local people based on the information we will share. We would also ask that the Healthy Staffordshire Select Committee continue to support the work of the Together We’re Better partnership; recognising that some of the items for engagement and consultation may be challenging from a public perspective.

**The Healthy Staffordshire Select Committee is asked to provide feedback on the draft vision, proposed engagement process, timetable and scope as outlined above.**