

Staffordshire Health and Wellbeing Board – 8 January 2019

Together We're Better Five Year Plan

Recommendations

The Board is asked to:

- a. Consider the information provided and discuss how we implement the priorities set out in the Five Year Plan for Staffordshire and Stoke-on-Trent
- b. To comment on the development of the Integrated Care System and share views on relationships with the HWBB.

Background

1. Together We're Better is required to publish its refreshed system Five Year Plan during Winter 2019/20. This will address the national ambitions set out in NHS England's Long Term Plan and respond to the challenges and opportunities faced by staff, public and partners locally.
2. This report aims to provide an update on the system's Five Year Plan that was submitted to NHS England in November 2019.
3. At the time of writing this report (26 November) we are awaiting feedback from NHS England on the submitted plan. As a result, there may be changes to this report and an update can be provided verbally in January.

Developing the Five Year Plan

4. The Five Year Plan is one plan for the whole system, owned by all partners, and will help us realise our vision: working with you to make Staffordshire and Stoke-on-Trent the healthiest places to live and work. Although the national Long Term Plan is NHS focussed, integration is an essential theme and we're committed to developing a system-wide plan, which is collaborative across health, social care and the voluntary sector.
5. The ambitions set out in the national plan are challenging but realistic and reaffirm our ambitions locally. Much of the work Together We're Better has been doing over the past two years is reflected in the priorities set nationally.
6. A key ambition within the national plan is the development of Integrated Care Systems by 2021. Already the partnership is beginning to evolve to meet this national commitment. The Together We're Better Board will continue to be the vehicle to drive forward this strategic partnership, with conversations already underway amongst system leaders to redesign our approach locally. This includes the need to establish Integrated Care Partnerships, which will be the engine room to drive local transformation of the health and care system.

Informing the development of the Five Year Plan

7. The Together We're Better partnership held a listening exercise between the 3 June and 25 August 2019 to seek views on health and care services in Staffordshire and Stoke-on-Trent. A range of events were held with partners, elected members, health and care professionals, the voluntary sector and service users. The overall response rate is as follows:
 - a. 367 responses to the main involvement survey
 - b. 746 responses to the postcard survey
 - c. 108 listening events, roadshows and workshop events, with a total attendance of 2,975
 - d. 354 participant workbooks completed
 - e. 113 facilitator resource packs
 - f. 69 note taking templates
 - g. 11 pieces of correspondence received
 - h. 108 listening events, roadshows and workshop events, with a total attendance of 2,975.
8. The final Report of Findings from the listening exercise will be published following the general elections.
9. In addition, Healthwatch partners were commissioned by NHS England to undertake involvement activity that would inform the development of the Five Year Plan. This included:
 - a. Two surveys (731 responses) promoted widely: a general survey about health and care services and a specific survey aimed at people with long term conditions
 - b. Focus groups with children and young people (identified as a priority with Together We're Better)
 - c. Focus groups with the public to review NHS support within the care home sector.
10. This collective feedback has been used by the partnership to help inform the priorities included in the Five Year Plan.

System priorities

11. All partners are committed to delivering a plan that will achieve the collective vision: working with you to make Staffordshire and Stoke-on-Trent the healthiest places to live and work.
12. At the heart of this plan is delivering real improvements for local people who use or work within health and care services. The following priorities have been developed by our clinically led work programmes and are explored further in the Five Year Plan.

Delivering the 5 year plan

- Focussed prevention
- Urgent care
- Planned care
- Personalised care
- Mental health
- Maternity
- Cancer
- Learning disability and autism
- Children and young people
- Workforce
- Digital
- Finance

Delivering our system priorities

- Sustainable general practice
- Frailty (Ageing well)
- Continuing Health Care
- Fragmented pathways
- Achieving constitutional standards

Delivery of a sustainable system architecture

- Integrated care system
- Integrated care partnerships
- Primary care networks
- ICT
- System leadership & governance
- System financial management
- Population health management

Financial challenge

13. There is a national ambition to restore financial balance by 2023/24. As a system we have been open and honest about the significant financial deficit faced locally. The Five Year plan will outline our shared approach to delivering a system that is both financially and clinically sustainable.
14. In restoring financial balance, the partnership recognises that bold action will be needed to ensure that every taxpayers' pound is spent wisely. There may be difficult decisions ahead, which will need to be informed by the feedback from local service-users, staff and partners.
15. Work is currently happening across the partnership to undertake detailed activity and workforce modelling based on future models of care. This will help inform the final submission of the Five Year Plan and our overall approach to restoring financial and clinical sustainability.
16. Importantly, we recognise that in restoring financial balance we also need to continue to deliver services that meet local needs and are clinically safe.

System transformation

17. The Five Year Plan sets out the aspirations for the system and is a continuation of the 2016 plan. It highlights a range of short-term service improvements that are already in progress and could be implemented within the next two years. However, we recognise that in order to deliver clinical and financial sustainability we need to continue to progress with the long-term system transformation programme that our clinically led work programmes are driving.
18. We are now in the very early process of developing proposals to improve local health and care services, and continue to work with our clinicians and health professionals to review a number of services that are under consideration:
 - a. Urgent and emergency care

- b. Planned care
 - c. Maternity care
 - d. Integrated community care (South and East of the county)
 - e. Mental health care (South and East of the county).
19. This option appraisal process, which will inform the development of the Pre Consultation Business Case is an essential component of our system-wide Five Year Plan.
20. As part of this process, we held a number of workshops with public representatives and the health and care workforce during October and November 2019. The ambition of these sessions was to:
- a. Agree the 'desirable criteria' that will be weighted and used to score the proposals, for example quality of care, meets local needs and accessibility
 - b. Develop the intermediate list of proposals for service change.
21. This is a continuous journey as our technical experts, including clinicians and staff move from a long-list of proposals to developing a short-list over the coming months. At this moment in time, there are over 800 potential scenarios, or pathways, that have been identified by our clinical and service leads. We want to reassure you that no decisions have been made, and it is too early to predict what changes will be identified through this option appraisal process.
22. The partnership is keen to work closely with the Board at every step of this journey and welcomes the opportunity to provide a further update at a future meeting.

Developing an Integrated Care System

23. A key ambition within the national plan is the development of Integrated Care Systems by 2021. Already the partnership is beginning to evolve to meet this national commitment. The Together We're Better Board will continue to be the vehicle to drive forward this strategic partnership, with conversations already underway amongst system leaders to redesign our approach locally. This includes the need to establish Integrated Care Partnerships, which will be the engine room to drive local transformation of the health and care system.
24. The partnership is keen to work with the Health and Wellbeing Board to develop the local governance and reporting arrangements for the future system. The Health and Wellbeing Board members views are sought on this area.

Publishing the Five Year Plan

25. Once the final feedback is received from NHS England and the general elections are complete, the partnership will plan to publish a public version of the Five Year Plan. This will be available on the website and shared with stakeholders. It will

also be accompanied by a summary and an animation to communicate the system's priorities in an accessible and understandable way.

26. The Five Year Plan will provide the foundation for an ongoing dialogue with service users, clinicians, staff and partners over the coming years.

Further information

27. For more information visit www.twbstaffsandstoke.org.uk or email TWBcomms@staffordshire.gov.uk

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