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| Local Members Interest |
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Health and Care Overview and Scrutiny Committee - Monday 25 October 2021

Transformation Programme update

Recommendation(s)

I recommend that:

- a. The committee receives the update around the Transformation Programme.
- b. The committee reviews the content of the report and advises on any additional information that is required by members to feel assured that due process and sufficient involvement activity is being undertaken/ planned.

Report of NHS Staffordshire and Stoke-on-Trent Clinical Commissioning Groups

Summary

1. What is the Overview and Scrutiny Committee being asked to do and why?

- 1.1 The committee receives the update around the Transformation Programme.
- 1.2 The committee reviews the content of the report and advises on any additional information that is required by members to feel assured that due process and sufficient involvement activity is being undertaken/ planned.

Report

2. Background

2.1 We have previously presented detail on the listening exercise that was completed in Summer 2019, with patients, public and members of the workforce. This information was utilised to develop and refine the clinical model of care that was included in the options appraisal process which took place from November 2019 through to February 2020. A full report of the feedback compiled from this activity was shared with commissioners and providers to inform the future models of care. However, before work could progress further, the associated transformation programmes were placed on hold in response to the COVID-19 pandemic.

2.2 Presentations also included detail of temporary service changes that were implemented in response to the COVID-19 pandemic. An update was provided on the temporary changes that still remain in place due to workforce pressures, in particular relating to maternity and urgent and emergency care provision.

3. Maternity

3.1 On 9th August 2021, an update on the Maternity programme was presented to the committee.

3.2 The key objective is for all midwife-led units to work as an on-demand service, to support a continuity of carer model.

3.3 Two online engagement events were held in July and August 2021 and the online survey received 240 responses.

3.4 The report of findings was received on 6 September 2021 and providers are now working within their own organisations to review the report and refine their proposals based on the feedback. This will be reviewed by the Clinical Commissioning Groups before any final decisions are made.

3.5 Both Providers (UHNM and UHDB) are actively recruiting to support the Continuity of Carer model.

4. Urgent and Emergency Care

4.1 On 20th September 2021, an update on the Urgent and Emergency Care (UEC) programme was presented to the committee.

4.2 The aim of the UEC programme is to deliver consistent and simplified urgent and emergency care services for the local population and to create Urgent Treatment Centres (UTCs), to deliver the national mandate given in the NHS Long Term Plan.

4.3 We have held three online sense-check events during the first two weeks of October 2021, in order to understand people's experience of UEC services and to discuss their views on any new considerations we need to take when designing the new model of care and future proposals.

4.4 There is an online survey which is open until 31 October 2021. We are in the process of completing a midpoint review for the UEC online survey, to inform the approach to promotion.

4.5 The next step in the process is to develop a short-list of proposals, by reviewing our original long-list of proposals, using the latest data, and experiences from COVID-19 and the report of findings from the sense-check involvement.

5. George Bryan Centre

5.1 On 9th August 2021, an update on the George Bryan Centre was presented to the committee.

5.2 The George Bryan Centre programme concerns the provision of mental health services in southeast Staffordshire (Burton upon Trent, Lichfield, Tamworth and surrounding areas), following the fire that destroyed the west wing of the building in 2019.

5.3 The key objectives are to create mental health services that are inclusive, accessible, value people as they are, and are responsive to their needs. We will embrace innovation and new ways of working to remove traditional barriers, improve communication and training, and provide personalised support that enables people to live well and realise their full potential.

5.4 We have two events planned during October, in order to understand people's experience of mental health services since the fire and to discuss their views on any new considerations we need to take when confirming the model of care and future proposals.

5.5 There is an online survey which is open until 31 October 2021.

5.6 The report generated from the sense-check involvement will be shared with our clinicians and professionals, and used alongside detailed analysis

and data to develop a business case containing our final proposals for a long-term solution and a model of care that meets the needs of the local population.

6. Difficult Decisions

6.1 On 20th September 2021, an update on the Difficult Decisions programme was presented to the committee.

6.2 In 2019, the six Staffordshire and Stoke-on-Trent CCGs reviewed eligibility criteria for a range of interventions/procedures with the overarching aim of aligning criteria where there were differences across the CCGs.

| 6.3 The three stage process for development of proposals was outlined in September 2021 and a high level involvement plan with indicative timescales is included in the table below. Activity | Date |
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| Stage 1a: Development of a long list of solutions | August – October 2021 |
| Stage 1b: Engagement reset including: Public survey, analysis of responses, release report of findings | August – November 2021 |
| Stage 2: Criteria weighting including: Virtual event and report of findings | November 2021 – January 2022 |
| Stage 3: Development of Proposals , including: Virtual and/or face to face events, data processing and analysis, impact assessments, development of business case | January - March 2022 |

6.4 On conclusion of the above stages, a business case will be developed to outline the proposals for each of the five procedures/interventions and at this point we will be able to identify future involvement activity needed.

7. Community Diagnostic Hubs

7.1 A national independent review has set out the need to increase diagnostic capacity and for a new model of diagnostic service provision.

7.2 One of the key recommendations is for the rapid establishment of Community Diagnostic Hubs (CDHs) which are needed to accommodate the major expansion in diagnostic services required over the next five years, as potential for expansion on acute hospital sites is very limited. The rationale for these has been further strengthened by the need to respond to the pandemic.

7.3 This is an additional programme of work and likely to be an enhancement to current service provision across Staffordshire and Stoke on Trent.

7.4 Demand and capacity work is ongoing and will inform the site locations.

7.5 An online survey was conducted between 26 July 2021 and 23 August 2021 and received 148 responses. The report of findings has been produced and is with providers and the CCGs for consideration alongside the development of the clinical model for Community Diagnostic Hubs across Staffordshire and Stoke-on-Trent.

8. Interdependencies

While we recognise each clinical programme needs to be progressed individually and at pace, through the ICS Transformation Board we will be ensuring that any risks due to interdependencies between programmes are outlined and mitigated.

9. Summary

The processes for each programme are detailed above. Where business cases are to be developed, these will be taken to the relevant Provider Trust Boards (as appropriate) and the Governing Bodies of the Clinical Commissioning Groups (CCGs) for review. The process to develop proposals and ultimately a business case is likely to take several months, as it is important we take the time to get this right. We need to use the feedback from this sense check phase, alongside our data including demand, travel and population needs, to take our long list of proposals into a shortlist of proposals.

We will want to involve service users, carers and staff on this journey, as we develop proposals and before we make any future decisions.

We will keep the committee informed of the emerging findings and progress in developing future business cases, and to inform our approach to any future involvement activity.

Link to Strategic Plan

The Together We're Better Partnership has an agreed vision: Working with you to make Staffordshire and Stoke-on-Trent the healthiest places to live and work:

Our purpose

- If you live in Staffordshire or Stoke-on-Trent your children will have the best possible start in life and will start school ready to learn.

- Through local services we will help you to live independently and stay well for longer.
- When you need help, you will receive joined up, timely and accessible care, which will be the best that we can provide.

Link to Other Overview and Scrutiny Activity

Since 2016 the partnership has attended Committee meetings to update on progress against the transformation programme. Today's meeting is a continuation of this ongoing conversation. The most recent update on restoration and recovery to the Committee was in September 2021.

Community Impact

Refer to CIA guidance on the [Learning Hub](#)

List of Background Documents/Appendices:

Reference any document or appendices that you relied on when writing your report. N.B these will need to be published as part of the decision-making process unless they meet the criteria for remaining private.

Appendices must be in separate documents, and named Appendix 1 – Document Title, Appendix 2 – Document Title and so on.

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