

HERTFORDSHIRE COUNTY COUNCIL

**HEALTH AND WELLBEING BOARD
14 JUNE 2016 AT 10.00 a.m.**

PROGRESS REPORT ON THE TRANSFORMATION OF HEALTH AND SOCIAL CARE IN HERTFORDSHIRE – ‘YOUR CARE YOUR FUTURE’ IN HERTFORDSHIRE VALLEYS, AND THE HERTFORDSHIRE AND WEST ESSEX SUSTAINABILITY AND TRANSFORMATION PLAN

Author: Beverley Flowers
Cameron Ward

Tel: 01707 369465
01442 898868

1.0 Purpose of report

1.1 This report updates the Health and Wellbeing Board on progress with the development of the 5-year Sustainability and Transformation Plan (STP) for health and care services in Hertfordshire and West Essex, including developments to the ‘Your Care Your Future’ programme in Hertfordshire Valleys Clinical Commissioning Group (CCG.)

1.2 The report will set out progress to date on the emerging priorities of the STP, progress with the ‘Your Care Your Future’ programme, and the next steps for taking both forward in a co-ordinated way.

2.0 Summary

2.1 In October 2014 NHS England published the ‘Five Year Forward View’, which set out a strategy to develop a health and care system fit to meet the demands of the 21st century in a financially sustainable way.

2.2 Guidance on the local delivery of the Forward View published in February 2016 asked that NHS and social care organisations group themselves into operationally sensible ‘footprints’ to develop local 5 year plans to deliver the strategy. There are 44 STP footprints across England. The two Hertfordshire CCG areas along with West Essex CCG form one footprint; the rationale for West Essex being included with Hertfordshire is that there is significant use of the Princess Alexandra Hospital in Harlow by the population of East and North Hertfordshire. The aim of the STP is to deliver better health, better patient care and improved NHS efficiency. A national

sustainability and transformation fund (STF) has been established to support the health service implement the content of the plans.

2.3 There has been a strong collaborative approach taken across the STP footprint, and particularly in Hertfordshire between the County Council and all NHS organisations, reflected in both the governance and operational input into the development of the plan.

2.4 Analysis of the key themes of the Five Year Forward View, and significant strategic developments that have already taken place or are underway across Hertfordshire and West Essex has resulted in five priorities that the plan will focus on:

- The configuration and sustainability of Acute hospital services, particularly focused on the existing work in West Hertfordshire and West Essex
- Service Level sustainability including those that could potentially be affected by decisions taken elsewhere (e.g. specialist services, impact from other STPs)
- A new Integrated way of providing services to people in communities
- A health improvement strategy focused on the local population's priorities and prevention of ill-health
- Better productivity in the way organisations and services are managed.

2.5 Since November 2014, 'Your Care Your Future' has been engaging the NHS and County Council, along with local people, to improve the health and care services for the population served by Herts Valleys CCG by providing more in and close to people's homes, and integrating services around the needs of individuals and communities.

2.6 The principles and goals of 'Your Care Your Future' are fully consistent with the STP; it will be incorporated into the Plan and will become the key vehicle for delivering the STP for Hertfordshire Valleys residents.

3.0 Recommendation

3.1 The board is asked to note progress with 'Your Care Your Future', and the progress on development of the Sustainability and Transformation Plan to date.

4.0 Background

4.1 The Five Year Forward View sets out a strategy for health and social care across England to 2020, and focuses on the forecast of a £22billion deficit in the NHS if nothing is done by 2020. It sets out a range of options for organisational and service delivery models (without being prescriptive) to improve the way health and care are delivered, and calls for a stronger emphasis on integrated services, prevention of ill-health and engagement of

communities to improve the management of long-term conditions. All of these initiatives reducing the demand on acute hospital services and contributing significantly to reducing the forecast deficit.

4.2 The guidance published in February 2016 introduced geographical footprints as the basis for delivering the strategy. The guiding principle is that each of the footprints is strategically and operationally coherent, and will produce locally relevant solutions to the distinct issues they face.

4.3 In Hertfordshire and West Essex, the make-up of the footprint is not straightforward. West Essex will look towards Essex for much of its strategy – to develop plans for preventing ill-health and for developing integrated health and social care services, for example – but is included in a footprint with Hertfordshire because the need to find a solution for the sustainable future of the Princess Alexandra Hospital is fundamental to the future direction of the health system there, and this will have direct implications to the 20% of east and north Hertfordshire residents who use the hospital.

4.4 Hertfordshire has a sound foundation to build the STP on, based on strategic programmes already completed (e.g. acute hospital services in east and north Hertfordshire) or taking place (e.g. ‘Your Care Your Future’, the Home First scheme in east and north Hertfordshire, and the specific service-based integrated care programmes across the county), and a strong structure for integrated working on which to base the governance arrangements.

4.5 Through 2015, ‘Your Care Your Future’ engaged local people, patients and organisations across west Hertfordshire in addressing the following questions:

- How effectively do current services meet people’s needs?
- What are the opportunities to meet the future health needs of the west Hertfordshire population?
- What is the best way to configure services to realise these opportunities?
- What forms of organisation and commissioning/contracting models will best support the delivery of the preferred configuration of services?

This exercise resulted in the publication of three documents – the Case for Change, Vision for the Future, and Strategic Outline Case – which included three key priorities:

- A much stronger emphasis on the prevention of ill-health.
- Improved integration to make services less complicated for people who use the services of multiple organisations.
- More care delivered at home or closer to where people live.

4.6 Recently work has begun to develop work programmes that will convert the vision into reality. Again, there has been a full programme of engagement with key local stakeholders in the following initiatives:

- Improving current services – e.g. expanding the rapid response service for older people to St Albans and Dacorum, and bringing new community cardiology and gynaecology services on stream in the coming months.
- Redevelopment work programme – improving existing buildings in South Oxhey, Hemel Hempstead, Elstree Way and Harpenden to support the development of integrated services.
- Models of care work programme – looking to develop improvements to dermatology, musculoskeletal, community, ear nose and throat, stroke, ophthalmology, older people's, gynaecology, diabetes, cardiology and urgent care services.

This work will be developed into a year-by-year delivery programme which will form part of the STP delivery process.

4.7 The 'Your Care Your Future' programme is now in a position to do detailed appraisals of three options for the future of hospital services for west Hertfordshire. The options are:

- Consolidate all acute services on a new hospital site (a variant of this option proposed by the Dacorum Hospital Action Group is also being considered).
- Consolidate all acute services on the Watford site.
- Acute, emergency and specialised services at Watford, day surgery and complex diagnostics at St Albans.

The results of the appraisals will be published, and local residents, patients, clinicians and community groups will be asked for their views. A strategic outline case for the future of hospital services in west Hertfordshire will then be published in late 2016 or early 2017.

4.8 The work being carried out for 'Your Care Your Future' is entirely consistent with the emerging priorities of the STP. These are:

- To develop secure long-term clinical and financial futures for acute hospital services in west Hertfordshire and west Essex, following from the reconfiguration of services in east and north Hertfordshire.
- Identify, and work to ensure the future stability of, services that may be affected by decisions taken by other organisations, for example changes in services in a neighbouring area that might result in increased demand on local services, or a change to regionally provided specialised services.
- Developing effective services provided to defined populations in communities, integrating social care, community health and primary care services around the needs of individual consumers of service and communities.
- A strategy for promoting well-being and preventing ill-health focused on the priorities for the Hertfordshire population.

- Improving the efficiency of the way services are delivered by better integration, a focus on procurement following the Carter review, and ensuring that the demand for acute care is moderated by delivering timely care in the most appropriate setting.

4.9 The STP will carry out a financial analysis of the above priorities, to ensure the overall affordability of the plan.

4.10 The scale of the changes to the way services will be delivered in future in order to resolve the issues facing health and care services in the medium-to-long term is significant, and we have identified several major challenges that will need to be tackled to achieve the levels of sustainability we are looking for. These include:

- Workforce constraints across health and social care.
- The ability of data systems to work seamlessly across different agencies to support more integrated ways of working.
- Engagement and support to communities and individuals to promote an effective culture of self-care, for example for people with long-term conditions.
- Introducing new ways of working (e.g. across different organisations) and models of commissioning and contracting to support this.

4.10 The first version of the STP will be submitted to NHS England at the end of June. It is envisaged that NHS England's feedback will be incorporated into a more detailed, delivery-focused plan later in 2016.

Report signed off by	Eg Exec/Board of CCG, Local Authority Board meeting etc
Sponsoring HWB Member/s	Identify Board member(s)
Hertfordshire HWB Strategy priorities supported by this report	Identify which priority/ies: Eg Reducing the harm from tobacco
Needs assessment (activity taken)	
Consultation/public involvement (activity taken or planned)	
Equality and diversity implications	
Acronyms or terms used. eg:	
Initials	In full
STP	Sustainability and Transformation Plan
CCG	Clinical Commissioning Group