

**HERTFORDSHIRE COUNTY COUNCIL**

**HEALTH AND WELLBEING BOARD  
THURSDAY, 1 MARCH 2018 AT 10:00AM**

**REPORT OF PROGRESS WITH THE HERTFORDSHIRE AND WEST  
ESSEX SUSTAINABILITY AND TRANSFORMATION PARTNERSHIP**

Author: Deborah Fielding, Hertfordshire and West Essex STP Lead.

**1. Purpose of report**

1.1 The Health and Wellbeing Board (HWB) has previously been informed of the strategic aims and specific plans of the Sustainability and Transformation Partnership (STP). This report updates the Board on progress with:

- Work stream deliverables
- STP Leadership and Governance
- Plans to deliver Integrated Care System (ICS), previously called Accountable Care Systems.

**2. Summary**

2.1 This report summarises activity across the STP over the past two months.

2.2 Workstreams are generally progressing well. There is a great deal of activity and the PMO are considering all the work streams with a view to prioritising the areas that will have the most impact.

2.3 The report also details changes to STP leadership and governance.

2.4 The report highlights the local discussions taking place regarding the way that health and social care organisations are structured, with particular reference to Integrated Care Systems (ICS).

**3. Recommendation**

3.1 Members of the Board are requested to note the progress in delivering the Sustainability and Transformation Partnership as set out in this report.

## **4. Progress with work streams**

### **4.1 Frailty**

- 4.1.1 Activity of the work stream is focussed on prevention of hospital admissions and support for frail people at home and in localities. The work stream has established robust governance and processes to manage what is a complex area.
- 4.1.2 An STP wide workshop, involving clinicians and practitioners was held on 23<sup>rd</sup> January 2018 to refine the proposed single care plan. The single care plan is an important strand of the personalisation work programme which pulls together self-management, care planning and shared decision making as a “package of care”. Stakeholder attendees supported the one plan approach, however there was a recognition that the draft plan presented was too complex and not balanced enough towards the person centred - social aspect. The plan is being revised based on the feedback and recirculated to the stakeholder group with an intention of taking this to the patient groups in February.
- 4.1.3 The work stream has also considered information on Tissue Viability, highlighting the variation of existing lower limb services across the STP. The work continues to define the existing and potential patient population for this condition. An agreed systematic review of data will continue which needs a particular focus on:
- Current and future activity/spend based on the new model of care agreed
  - Best practice guidance
  - Needs assessments.
- 4.1.4 NHS Improvement (NHSI) support has been offered and close links with Public Health and Medicines Optimisation have been recognised as essential.
- 4.1.5 An STP multi-professional frailty expert team has initiated a peer review process of current STP frailty services. The west Essex peer review was undertaken on 17th January and the report is currently being written, with the key findings to be presented to the west Essex system and into the STP workstream. The peer review for Herts Valleys is planned for 28th February 2018, whilst the East and North Herts peer review is potentially scheduled for 14th March 2018.
- 4.1.6 Self-Management will be joining the frailty work stream to support progress towards a single care plan and to work together on the Personalisation Proposals.

## 4.2 Urgent and Emergency Care

- 4.2.1 Each Local Delivery Board (LDB) continues to implement its recovery plans with the aim of achieving the 95% national target by 31st March 2018.
- 4.2.2 The Urgent and Emergency Care Dashboard proposal has now been approved by all three A&E LDBs with a request to proceed at pace. A successful application has been made by the Technology workstream to NHS England (NHSE) for ETTF (Estates Technology Transformation Funding) funding of the Dashboard. The STP has been granted NHSE funding for the Dashboard. The Local Delivery Boards will thoroughly evaluate the Dashboard and determine its effectiveness.
- 4.2.3 A meeting was held with a subject matter expert on the Channel Shift Modelling tool from NHSE to discuss the potential of the tool and how best to make use of it. The outcome of this meeting highlighted the requirement for analytics expertise, as well as access to good quality data to populate the tool. The possibility of using the tool within the STP Frailty workstream and the Urgent Treatment Centre was explored. NHSE advised that the tool can certainly be used to model on more micro levels such as these. NHSE advised that the South Devon STP were due to feedback in March and that it would be worth waiting for that feedback before making any decisions.
- 4.2.4 The majority of the allocation of £611k from NHSE, to support winter activities across the STP, has been provided to the three Local Delivery Boards on a per capita basis to support “Discharge to Assess” work.
- 4.2.5 An Emergency Care Improvement Programme (ECIP) experienced resource has been identified and is being seconded to the STP. They will provide support to the LDBs in implementing initiatives identified in previous ECIP audits. The remainder of the NHSE allocation from the above funds is being used to fund this secondment.

## 4.3 Primary Care

- 4.3.1 The STP will be making a joint bid for funding to support GP International Recruitment. The submission deadline is 28<sup>th</sup> February 2018.
- 4.3.2 CCGs were informed by NHSE Central Midlands in mid-January of their successful bids for online consultation monies, subject to central NHSE approval. The bid incorporates NHS111 as well as the General Practice workstream. The bid is to fund a project manager to scope project requirements and engage with stakeholders.

- 4.3.3 CCGs have been advised by NHSE planning guidance that the 100% population coverage for extended access has been brought forward by six months to 1<sup>st</sup> October 2018. CCGs have been requested to re-submit their extended access trajectories. It should be noted west Essex CCG (WECCG) are already delivering 100% for extended access. East and North Herts CCG (ENHCCG) and Herts Valleys CCG (HVCCG) are working with their GP localities to meet this target.
- 4.3.4 Workforce continues to be a focus as there is a necessity to build, strengthen and develop general practice and its multi-disciplinary team infrastructure. It was felt that without this there will be very limited or no channel shift from secondary to community and primary care.

#### 4.4 **Clinical Support Services**

##### **Pathology and Radiology:**

- 4.4.1 NHSI are carrying out a data collection exercise to develop a picture of radiology services across the country and have written to all services managers requesting this information by March 2018. The STP Programme Management Office (PMO) is working with NHSI to get feedback on the data received. This is being supported by a recent engagement event run by NHSI.
- 4.4.2 NHSI Delivery is compiling responses to the recent Pathology consultation and is due to circulate their findings shortly. It is not currently known what the outcome of the consultation is and how they might impact on local services.

##### **Medicines Optimisation:**

- 4.4.3 The Clinical Handover project has now been renamed Electronic Sharing of Medicines Information from Hospital to community pharmacy to more accurately reflect the purpose and scope of the project. The development of messaging interface has commenced at East and North Herts Trust to enable transfer of medicines information from hospital to community pharmacists. It is anticipated that interface will ready for testing by the 5th February, with full go-live by 1st March 2018. Information Technology capacity issues within West Herts Hospital NHS Trust (WHHT) and Princess Alexandra Hospital (PAH) continue, which is resulting in the delay of full implementation to the end of April 2018.
- 4.4.4 The Open the Bag campaign encourages patients to open their bag of prescriptions at the pharmacy counter when they receive their medicines and hand anything back that they no longer need. Patients will also be encouraged to only order what they will use. The campaign launch is planned to be rolled out over Easter 2018. The campaign will focus on public education and engagement with community pharmacy for implementation.

- 4.4.5 Other phases of the campaign could include encouraging patients to only order what they need; ask their pharmacist; cost effective medicines and reiterating messages about implementation of the recent messages regarding over the counter medicines and gluten free food.
- 4.4.6 Communication campaigns for the Over the Counter Medications Consultation project are now underway. HVCCG communications campaign started on 1<sup>st</sup> December 2017 and ENHCCG campaign started on 1<sup>st</sup> January 2018. Acute trusts will be familiarising themselves with materials to ensure they implement these consistently within outpatient departments. The Over the Counter Medications Consultation campaign has been approved by the west Essex Governing Body meeting in Public and the CCG will proceed to implementation in February 2018.

#### **4.5 Mental Health and Learning Disabilities**

- 4.5.1 In early December 2017 NHS England requested bids at short notice for Mental Health Winter Resilience funding. With good support from partners a dozen schemes from across the STP, including voluntary sector organisations, were submitted. NHS England were impressed with the detail behind these bids and approved funding for ten of these schemes totalling £306k, which are now being implemented across the STP. All the relevant schemes have been initiated.
- 4.5.2 In December the work stream responded to the national request to provide a provisional STP workforce plan, which was submitted on December 15<sup>th</sup>. The work stream now has until the end of March to build on this initial submission to set out our plans to meet the projected all age Mental Health NHS workforce need of our population by 2021. The work stream is working with Health Education England (HEE) colleagues to validate the current baseline position to ensure there is an accurate starting point in the first instance.
- 4.5.3 Work stream priorities continue to progress, in particular;
- IAPT long term conditions service is meeting targets in Herts Valleys and there is now a focus on supporting service improvements in west Essex.
  - RAID additional investment in PAH is being made to be ready for the next wave of transformation funding to expand to full CORE24.
  - Commissioning of CAMHS Tier 4 beds in Hertfordshire transferred to HPFT in December from NHS England.
  - Primary Care Mental Health service pilots are going live in January in two sites, the largest of which is the whole Stevenage locality.

4.5.4 The work stream has also agreed with the Strategic Clinical Network funding for a 0.4 FTE clinical lead. Interviews were held on the 8<sup>th</sup> January and Dr Geraldine O’Sullivan was successfully appointed as the west Essex and Hertfordshire Mental Health & Learning Disability STP Clinical Lead. She will be starting fully in this role from the beginning of March, although is likely to be involved in the work stream from mid-February onwards. In addition to this appointment, funding has also been agreed for a full time Programme Manager who is now in post.

#### 4.6 **Cancer**

4.6.1 The Cancer transformation work stream received confirmation from East of England Cancer Alliance for 3 months (Q4 2017/18) funding totalling £212,200 to support improved lung and prostate pathway within the STP. In addition to this, the Cancer work stream has received positive indications from the East of England Cancer Alliance that further funding may be received for Endobronchial Ultrasound (EBUS).

4.6.2 During December the STP Cancer Locality Group agreed the following 4 areas of prioritisation: Early Diagnosis, Treatment, Patient Experience and Living with & Beyond Cancer, with Task and Finish Groups being set up to develop business cases in preparation for applying for Cancer Transformation funding from early spring 2018.

4.6.3 From April 1st 2019 Cancer Service providers will need to start capturing the new Faster Diagnosis Standard items for activity. To support this requirement a new Cancer Waiting Times (CWT) system is being implemented from 1st April 2018, with guidance documents and a user manual being made available from January 2018.

4.6.4 NHS England is consulting on a new model for radiotherapy services in England in order to modernise Radiotherapy consultations. The consultation is seeking feedback on a new specification for adult radiotherapy services with a closing date of 24th January 2018. The Cancer work stream submitted an STP wide joint response.

#### 4.7 **Workforce**

4.7.1 A stocktake of the progress of this work stream is being undertaken as the work stream now has a new leader, Tom Cahill, Chief Executive of Hertfordshire Partnerships NHS Foundation Trust (HPFT).

4.7.2 Regular engagement with the STP Staff Partnership forum is underway and work stream presentations have been initiated to bring the leads up to speed with the STP developments and to engage with them at an early stage.

4.7.3 A review of human resources workforce back office functions is being taken forward, whilst a collaborative leadership training initiative is being explored by the workstream.

#### **4.8 Place Based Care**

4.8.1 The place based care mapping exercise across the STP has been completed for all the areas in the STP.

4.8.2 A paper is being developed to inform the place based care work stream and wider STP regarding the current developments in place based care across the STP footprint. This will give an invaluable insight into the blocks that are preventing progress and how the place based care infrastructure will be the delivery vehicle for the system as the developments of ICS and ICA progress.

4.8.3 The place base care developments have recognised the importance of the engagement and dialogue with the district councils. District council engagement for the STP has progressed in Stevenage, with early STP discussions initiated in St Albans and Welwyn and Hatfield, specifically in relation to the place based care workstream.

#### **4.9 Prevention**

4.9.1 The STP Prevention Board has agreed to support the joint Personalisation bid with the Frailty and Planned Care work streams. There is agreement that this type of joined up approach was exactly how work streams should be working going forward within the STP.

4.9.2 Social Prescribing are setting up local groups to manage the successful bids to cover STP Evaluation across Hertfordshire; Update of the Hertfordshire Community Directory to ensure it is fit for purpose going forward and the group are working together to scope the social marketing of social prescribing to the public. This work will include collaboration with the STP Communications team. The community navigator posts have been recruited and it is agreed that further work is needed on the communication plans across the whole of the STP to raise awareness.

4.9.3 Members from the Cancer, Mental Health & Learning Disability, Frailty, Children & Maternity and Planned Care work streams attended the prevention board meeting on 8<sup>th</sup> January 2018. Actions were identified to increase uptake of prevention. As part of this, members of the Public Health teams in Hertfordshire and west Essex will attend the relevant programme boards over the coming weeks.

4.9.4 There are opportunities to link up with campaigns such as 'One-you' from Public Health England as well as 'Active 10'. Joining up with national campaigns will provide useful support for work ongoing within the districts and boroughs. The two Public Health teams will meet with

members of the STP Communications team to develop a plan around these campaigns.

- 4.9.5 The Cardio Vascular Disease working group is now established and will be reviewing data (intelligence packs) available to identify variations. Work is still ongoing with regards the British Heart Foundation funds, to improve identification of raised blood pressure.
- 4.9.6 The work stream has started to embed prevention and public health “business as usual” within the work stream, which includes a focus on smoking cessation, weight management and physical activity. Formal connectivity with the STP work streams has been initiated to ensure the preventative thread is dominant in the work stream design approaches.
- 4.9.7 The NHS Smokefree Pledge has just been launched nationally and is a set of commitments for local NHS organisations to sign up to, which highlights the role they can play in addressing smoking. It is intended to be a document that engages the leaders of NHS organisations and is a high level of expression of intent. This replaces the NHS Statement of Support for Tobacco Control (2016 /17).

#### 4.10 **Planned Care**

- 4.10.1 The adapted 100 day programme preparation phase for Clinical Pathway Transformation is underway and good progress is being made by the 3 groups; cardiology, gastroenterology and respiratory. They will be articulating the transformational changes they intend to make and measure during the 100 days. The start of the 100 days has been delayed until the beginning of February so that the full impact of the transformational changes can be clear.
- 4.10.2 Following approval and support from the STP CEO Board on 5th December 2017, an application has been submitted to NHSE to formally join wave 4 of the elective care programme. The three areas being addressed within this phase are; general surgery, gynaecology and respiratory. As part of the second phase of the NHSE elective care collaborative selection process a conference call took place on Wednesday 31<sup>st</sup> January. The work stream was well represented on the call, with senior clinical representation from 2 of the 3 acute trusts and 2 of the 3 CCGs, a mixture of consultants and GPs, plus Deborah Fielding as the workstream Senior Responsible Officer and STP lead and also support from the STP PMO.
- 4.10.3 NHSE were very positive about the work done in Herts and west Essex so far and the clear commitment of clinicians and executives to joining the collaborative. The next steps are for a site visit to be arranged so that NHSE colleagues can discuss the approach of our STP in more detail and in situ, before making a final decision about our participation by the end of February 2018.

4.10.4 The East of England strategic clinical network has supported local diabetes transformation, with funding for an improvement manager to support the programme of work and link with the East of England network and a weekly consultant clinical session. The diabetic clinical leads will be engaged to identify the best use of these funds.

4.10.5 The fragile service work stream requires mobilisation. A clinical lead has been agreed for this work stream but the STP is considering how further to support this important work stream.

#### **4.11 Women's and Children's**

4.11.1 A refresh of the Maternity Transformation plan was submitted to NHS England for assurance in early February. Once the revised plan is finalised this will be published on the STP website.

4.11.2 The Women's and Children's work stream has been accepted by NHS England as a pilot site to refresh and revised the tariff and payment system. This has been identified as a high priority area amongst provider organisations within the STP and the work stream will be starting work around this shortly.

4.11.3 The local maternity services programme office is now established, with workstream leads confirmed for each area. There is now a focus on recruiting three project delivery support leads to deliver the transformation of maternity services, which the workstream is looking to recruit from each of the three Trust organisations in Herts and west Essex. There is an opportunity to apply for further transformation funding to deliver on specific projects within the Local Maternity Services Transformation Plan, which the workstream is currently in the process of applying for.

#### **4.12 Estates, Facilities and Capital**

4.12.1 Works continues on the development and sign off of the STP Estates Strategy which will be presented to the STP CEO board in March 2018. Alongside this the work stream is populating the national STP Estates template refresh which is due for submission at the end of March 2018.

4.12.2 The Department of Health have recently published its response to the Naylor review, of which the key recommendations will be reflected in the Estates strategy. There is a strong emphasis on disposal strategy, alongside a change in policy to allow receipts to be retained at STP level in most instances, subject to approvals.

4.12.3 An evaluation of the STP wide mapping exercise is taking place, which will be used as a baseline analysis of the estate including Acute Trusts; Primary Care; Health Centres and Clinics and NHS Property Services.

4.12.4 The sub group work has delivered a joint specification for Laundry & Linen services between East and North Herts NHS Trust and PAH; the joint procurement initiative was launched last Friday 26th January 2018.

4.12.5 The work stream is also in early stages of developing local plans with Lower Lea Valley leading the initial work in partnership with Herts Partnership Foundation NHS Trust, Hertfordshire Community Trust, East and North Herts CCG and Broxbourne Borough Council.

#### 4.13 **Technology**

4.13.1 Members of the work stream attended an event run by The East Accord aimed at connecting care systems, services and people. The aspiration is for a mature digital economy across health and social care which will reduce the inefficiencies and improve patient experience. There were discussions around urgent care, women's and children's, population health and workforce, and how technology can make things better. There were shared learning experiences discussed with other STPs and it was recognised several other STPs have more dedicated technology resource than our STP has currently. The event was seen very much as an initial meeting to gain an insight for what the attendees are looking to gain from the network and what it can deliver on an STP wide basis.

4.13.2 A cyber security sub-group has been established to share best practise and early warning protocols for breaches.

#### 4.14 **Procurement**

4.14.1 The AdviseInc Procurement Dashboard (PD) and Opportunity Assessment (OA) work is proceeding, although it has suffered delays due to difficulties in obtaining some of the data required for the PD, and identifying contacts within the Trusts for the OA. These issues are being worked through but have resulted in a delay to the project.

4.14.2 The STP Joint Procurement Working Group continues to work more collaboratively and identify opportunities for collaborative procurement across the STP. The group has forged strong links with the STP Estates and Facilities work stream and is beginning to link with the STP Technology work stream. Several areas are being actively explored with the Estates and Facilities work stream including a joint Linens and Laundry procurement, which is underway; Soft FM contracts, Waste contracts and non-Patient transport contracts. The last of these could offer potential collaboration opportunities with the County Council stakeholders.

4.14.3 Initial meetings have been held with both of the Task & Finish Group representatives from Herts and Essex County Council to gauge the appetite for collaboration on procurement with the Health stakeholders

on non-clinical categories. The feedback from these meetings was that there is definitely an appetite and that Health stakeholders may benefit from the County Council buying power.

## **5. STP Leadership and Governance**

- 5.1 The STP has appointed a full time leader, Deborah Fielding at the end of 2017. Deborah took up the post in mid-January, having most recently been the Chief Executive of west Essex CCG.
- 5.2 The Chair of the STP Chairs Board, Ellen Schroder, agreed with Deborah Fielding that there will be regular joint meetings of Chairs and CEOs of the STP member organisations. The meetings will provide a great opportunity for organisation's senior leadership to meet and jointly agree shared priorities and vision.
- 5.3 The STP CEO Board have recently agreed that the Director – South Locality, Central Midlands, NHSE, Dominic Cox, would be a regular member of the group. This will support the alignment of NHSE resource to the STP and help ensure there is an integrated approach to strategic issues.

## **6. Integrated Care Systems**

- 6.1 Recent NHS planning guidance has reinforced the move towards system working through STPs and the voluntary roll out of Integrated Care systems (ICS).
- 6.2 Integrated Care Systems is being used as a collective term for both devolved health and care systems, what was previously entitled Accountable Care Systems.
- 6.3 Integrated Care Systems are key to sustainable improvements in health and care by:
  - creating more robust cross-organisational arrangements to tackle the systemic challenges facing the NHS;
  - supporting population health management approaches that facilitate the integration of services focused on populations that are at risk of developing acute illness and hospitalisation;
  - delivering more care through re-designed community-based and home-based services, including in partnership with social care, the voluntary and community sector; and
  - allowing systems to take collective responsibility for financial and operational performance and health outcomes.
- 6.4 The STP is committed to developing an ICS and Integrated Care Alliances. The timeline for this is being finalised but there is a strong sense from all STP members that this should be progressed rapidly and at pace. An important part of the development process will be

engagement with the public and stakeholders. The STP will keep the Health and Wellbeing Boards updated and included in the engagement at all stages.

## 7. Communications and Engagement

- 7.1 A successful conference to spread the learning from the East and North Hertfordshire care home improvement ‘vanguard’ scheme to the wider STP area and beyond took place on 2nd November 2017. 130 attendees, representing NHS and social care commissioners and providers from around the country, heard about the transformational changes which are improving health and wellbeing and making better use of scarce resources. A number of ‘vanguard’ schemes, such as the ‘impartial (nurse) assessor’ based at the Lister Hospital, are now extending across the STP area. More information and resources are available at [www.healthierfuture.org.uk/showcase](http://www.healthierfuture.org.uk/showcase).
- 7.2 Communications representatives from our STP were invited to lead workshop sessions at a national STP transformation and engagement event in London on 29th November 2017. Entitled ‘Mainstreaming vanguards work: getting over the ‘not invented here’ mind-set,’ the sessions gave our STP the opportunity to showcase some of the best-practice Care Homes Vanguard projects which are now being adopted across our STP area.
- 7.3 Following a successful bid to NHS England for funding to support communications and engagement in our STP area, approximately £200,000 has been granted to pay for staff and campaigns until March 2019. The STP comms and engagement lead will now work with colleagues to ensure that this money is used effectively to further the aims and objectives of the Partnership.
- 7.4 STP communications and engagement staff are working together to plan a joint-approach to mark the 70th ‘birthday’ of the NHS. NHS England is keen that this anniversary is used to promote the excellent work of NHS staff and associated health and social care volunteers, as well as to improve the health and wellbeing of staff and the public.

<b>Report signed off by</b>	Deborah Fielding, STP Leader
<b>Sponsoring HWB Member/s</b>	Identify Board member(s)
<b>Hertfordshire HWB Strategy priorities supported by this report</b>	Starting Well Developing Well Living and Working Well Ageing Well
<b>Needs assessment (activity taken)</b>	
<b>Consultation/public involvement (activity taken or planned)</b>	

**Equality and diversity implications****Acronyms or terms used. eg:**

<b>Initials</b>	<b>In full</b>
CAMHS	Children and Adolescent Mental Health Services
ECIP	Emergency Care Improvement Programme
ENHCCG	East and North Herts CCG
ETTF	Estates, Technology and Transformation Fund
HEE	Health Education England
HPFT	Hertfordshire Partnership University Foundation NHS Trust
HVCCG	Herts Valleys CCG
HWB	Health Wellbeing Board
IAPT	Improving Access to Psychological Therapies
ICA	Integrated Care Alliance
ICS	Integrated Care System
LDB	Local Delivery Board
NHSE	NHS England
NHSI	NHS Improvement
RAID	Rapid Assessment Interface and Discharge
PMO	Programme Management Office
STP	Sustainability and Transformation Partnership
UEC	Urgent and Emergency Care
WECCG	West Essex CCG