

**HERTFORDSHIRE COUNTY COUNCIL**

**HEALTH AND WELLBEING BOARD**

**TUESDAY 8 OCTOBER 2019 AT 10:00AM**

**UPDATE FROM THE HERTFORDSHIRE AND WEST ESSEX  
SUSTAINABILITY AND TRANSFORMATION PARTNERSHIP (STP)  
(HEALTH AND SOCIAL CARE)**

*Report of the STP Co-Lead*

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**1. Purpose of report**

- 1.1 To update Health & Wellbeing Board Members on the work of the Hertfordshire and West Essex Sustainability and Transformation Partnership.

**2. Summary**

- 2.1 The Hertfordshire and West Essex Sustainability and Transformation Partnership has been in place since January 2016. The partnership is now being asked to submit a response to the NHS Long Term Plan, published this year. The proposal for this is outlined at Appendix 1 of this report.
- 2.2 The partnership has been assigned 'accelerator status' from NHS England and is using the resources that brings to looks at its governance, workstreams and system leadership to move to an Integrated Care System by April 2021.

**3. Recommendation**

- 3.1 That Hertfordshire Health and Wellbeing Board notes and comments on the report and discusses any matters arising from its contents.

#### **4. Background- overview**

- 4.1 Sustainability and Transformation Partnerships (STPs) were announced by NHS England in January 2016 as the vehicle to achieve change in local health systems, return the NHS to financial balance and enhance partnerships with local authorities on social care and population health.
- 4.2 Our STP's approach has been to prioritise the development of an integrated health and social care strategy, with the two county and thirteen district councils playing a full role in its development. The appointment of the Director of Adult Care Services as one of two interim system leaders in May 2019 confirmed the commitment of Hertfordshire County Council to making the integrated health and social care strategy a success. Other Council Directors, Jenny Coles and Jim McManus are acting as senior responsible officers for the Children's and Maternity workstream and Population Health Management workstreams, respectively.
- 4.3 In April, NHS England published the NHS Long Term Plan, which sets out the priorities and ambitions for the health service over the next five years. This document can be found at the following link:  
  
<https://www.longtermplan.nhs.uk/>
- 4.4 Local health and care systems are now working to develop their own response to this plan. These must be submitted in draft by the end of September 2019 to regional NHS leaders before being formally agreed in November. Our STP's own five-year strategic plan will then be amalgamated with plans from across the country and feed into the NHS' National Implementation Plan, which is due to be published in December this year.
- 4.5 Our plan must clearly describe the population needs and the case for change in our area, proposing practical actions that the system will take to deliver the improvements for individuals and communities. This is described by NHS England as our 'system narrative', which in turn must be supported by credible STP-wide finance, workforce and activity plans.
- 4.6 The NHS Long Term Plan acknowledges the central role of local government in improving health and wellbeing, through its influence on the 'wider determinants' of health including planning, economic development and the environment as well as through the direct commissioning and funding of preventative health services.

#### **5. Transforming our STP into an 'Integrated Care System'**

- 5.1 The shift towards Integrated Care Systems (ICS) is one of the main expectations articulated in the NHS Long Term Plan. The plan sets out an ambition for each STP to go through a process to become an ICS over the next 18 months. In turn, this will be supported by three place-based Integrated Care Partnerships on the same geography as the Clinical Commissioning Groups (CCG's). In addition, partners are discussing the creation of a specialist mental health and learning disabilities Integrated Care Partnership[ (ICP) across Hertfordshire and West Essex to assist people with acute mental health needs or the most complex learning disabilities.
- 5.2 The ICS will take the lead in planning care for the population and providing system leadership. It will bring together NHS providers, commissioners and local authorities to work in partnership to improve health and care. To support this new structure, there is an expectation that existing CCG's in each STP area will consolidate, which would mean that our area has one, "leaner, more strategic" CCG rather than the current three. This restructured single CCG will be expected to work with NHS providers to partner with local government and other community organisations on population health, service redesign and the implementation of the long-term plan.
- 5.3 In response to these national developments, the Chairs and Chief Executives of our CCGs have been meeting to consider how we will implement this. Each CCG board will be presented with a proposal to appoint a single CEO Accountable Officer to lead the three CCGs. If the proposal is approved, a recruitment process will begin, with the aim of appointing to the post by April 2020. It is anticipated that this role will lead to the creation of a single senior management team across the Hertfordshire and West Essex CCGs. This is expected to be the catalyst for the three CCG's to develop proposals and consider merging into a single, STP-wide organisation by April 2021.
- 5.4 ICS leaders have been promised greater freedoms to manage the operational and financial performance of services in their area. More than a third of the UK population is now covered by an ICS.
- 5.5 Integrated Care Partnerships (ICPs) are alliances of provider organisations, with elements of CCG commissioning, that work together to deliver care by agreeing to collaborate rather than compete. These alliances routinely consist of providers including hospitals, community services, mental health services and GPs. Social care and independent and third sector providers will also be involved.
- 5.6 In June, NHS England judged our STP to be 'Making Good Progress' and agreed to become official 'accelerator' site. This means that our STP can access additional external support, in the form of specialist advice from NHS England to help with our progression towards forming

an ICS and ICPs.

## **6. Primary Care Networks**

- 6.1 In addition to the creation of an ICS and ICPs, further organisational changes within our STP area will be essential to formalise and embed new ways of working. The NHS Long Term Plan mandated the creation of 'Primary Care Networks' (PCNs), by July 2019. These are networks of general practices which provide a wider range of services to patients and integrate more easily with the wider health and care system. Across Hertfordshire and West Essex, 34 Primary Care Networks, have formed, each with a newly funded clinical director, and serves a population of approximately 30-50,000 people.
- 6.2 While GP practices have been finding different ways of working together over many years, the NHS long-term plan and the new five-year framework for the national GP contract put a more formal structure around this way of working, but without creating new statutory bodies. PCNs will be expected to provide a wider range of primary care services to patients, involving a wider set of staff roles than might be feasible in individual practices, for example, first contact physiotherapy, extended access and social prescribing. Networks will receive specific funding for clinical pharmacists and social prescribing link workers in 2019/20, with funding for physiotherapists, physician associates and paramedics in subsequent years.
- 6.3 This national investment in and recognition of the transformational effect that social prescribing can have on people's lives, particularly those of our most vulnerable residents, is particularly notable. Hertfordshire County Council has long been at the forefront of pushing forward the social prescribing agenda, in partnership with our voluntary and community sector colleagues.

## **7. STP workstreams**

- 7.1 The STP have used national benchmarking data to identify the areas where Hertfordshire and West Essex can effect the greatest improvement and transformation when compared to other areas. These areas have been adopted as formal clinical transformational workstreams in the STP's plan and are 'frailty and complex needs patients', 'planned care' and 'children and maternity'. Meanwhile the following three 'enabling' workstreams have been prioritised as intrinsic to the successful achievement of all of the STP's priorities: population health management, workforce and capital (including IT and estates management).

<b>Report signed off by</b>	Eg Exec/Board of CCG, Local Authority Board meeting etc
<b>Sponsoring HWB Member/s</b>	Identify Board member(s)
<b>Hertfordshire HWB Strategy priorities supported by this report</b>	Identify which priority/ies: Eg Starting Well
<b>Needs assessment (activity taken)</b>	
<b>Consultation/public involvement (activity taken or planned)</b>	
<b>Equality and diversity implications</b>	
<b>Acronyms or terms used. eg:</b>	
Initials	In full
COPD	Chronic Obstructive Pulmonary Disease