

SURREY COUNTY COUNCIL**CABINET****DATE: 18 OCTOBER 2016****REPORT OF: MR DAVID HODGE, LEADER OF THE COUNCIL
MRS HELYN CLACK, CABINET MEMBER FOR WELLBEING
AND HEALTH****LEAD OFFICER: DAVID MCNULTY, CHIEF EXECUTIVE****SUBJECT: SUSTAINABILITY AND TRANSFORMATION PLANS****SUMMARY OF ISSUE:**

Surrey County Council is playing an important role in the development of the three Sustainability and Transformation Plans (STPs) across Surrey. These Plans will play a pivotal role in shaping the future health and care landscape across Surrey.

This report follows the Sustainability and Transformation Plans report presented to the Cabinet on 21 June 2016 – it provides an update on the emerging STPs and asks for delegated authority to sign off the STPs on behalf of the County Council.

RECOMMENDATIONS:

It is recommended that the Cabinet:

1. notes the update on the emerging NHS Sustainability and Transformation Plans;
2. approves the terms of reference for, and the County Council's participation in, the Surrey Heartlands Sustainability and Transformation Plan Committees in Common;
3. appoints the Chief Executive, the Cabinet Member for Wellbeing and Health and the Strategic Director Adult Social Care and Public Health to Surrey County Council's Sustainability and Transformation Committee (as part of the Surrey Heartlands STP Committees in Common arrangement) and delegates authority for them to sign off the final Surrey Heartlands Sustainability and Transformation Plan submission and delivery plan; and
4. delegates authority to the Chief Executive, in consultation with the Leader of the Council and Cabinet Member for Wellbeing and Health, to sign off the Frimley Health and Care and Sussex and East Surrey Sustainability and Transformation Plan submissions and associated delivery plans on behalf of the Council through its membership of the relevant Sustainability and Transformation Plan Transformation / Programme Boards.

REASON FOR RECOMMENDATIONS:

The deadlines and tight timescales for the preparation and submission of NHS Sustainability and Transformation Plans necessitate the recommendation included in this report to delegate authority to sign off the STPs on behalf of the Council ahead of the deadline for submission to NHS England.

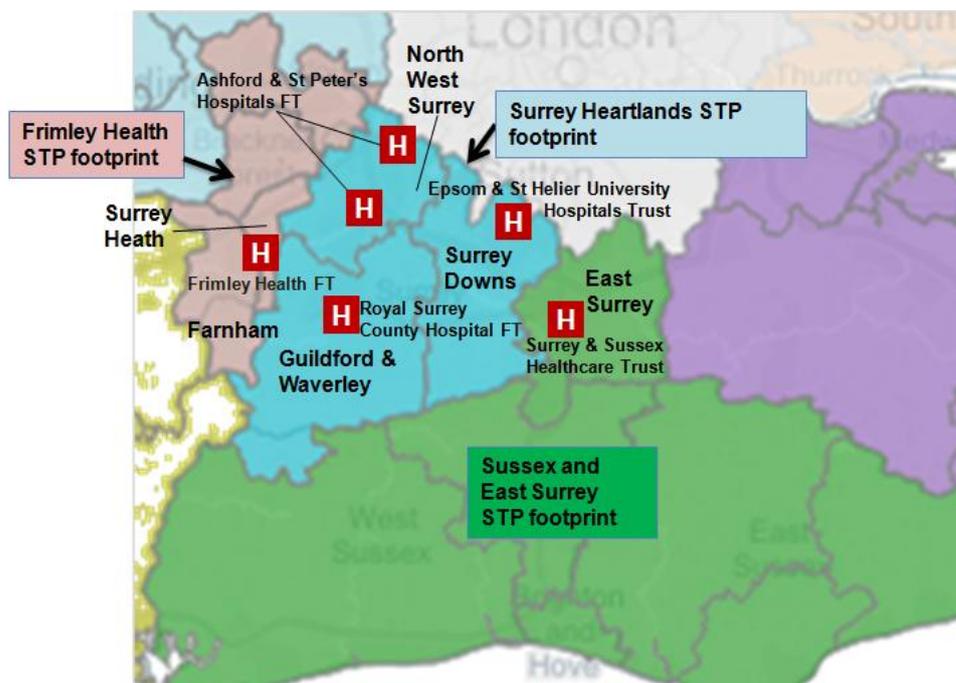
DETAILS:

Background

1. NHS Sustainability and Transformation Plans (STPs) are place-based, five-year plans built around the needs of local populations. They are intended to identify benefits to be realised in the short and longer term – helping organisations within the STPs to meet their immediate (16/17) financial challenges and ensure that the investment secured by the NHS in the Spending Review does not merely prop up individual institutions but is used to drive sustainable transformation in patient experience and health outcomes over the longer-term.
2. STPs will be the overarching strategic plan for local health and care systems covering the period October 2016 to March 2021 and represent a significant shift in NHS planning towards a place-based approach (as opposed to solely asking individual NHS organisations to produce their own plans). In addition to covering all areas of CCG and NHS England commissioned activity, STPs will also include plans around integration with local authorities.
3. The STP guidance letter issued by the NHS in September 2016 summarises the reason for introducing STPs as follows:

The Five Year Forward View set out our shared ambition to improve health, quality of care and efficiency within the resources given to us by Parliament. This ‘triple aim’ will only be achieved through local health and social care organisations working together in partnership with the active involvement of patients, stakeholders, clinicians and staff. Sustainability and Transformation Plans are the means of delivering these objectives in each local health and care system.
4. Whilst the STPs are principally part of an NHS planning process, the County Council’s involvement in the development and implementation of plans will be crucial to ensure the achievement of the shared aims of the County Council and health partners around improving health outcomes and greater integration of health and care services. It forms an important part of the County Council’s response to the challenges it faces in meeting residents’ social care needs with rising demands on services and reduced funding levels - these same challenges apply to health partners and the only way to tackle them is to work together.
5. In addressing gaps relating to health and wellbeing, the quality of care and sustainability of the health and care system, the plans that are emerging are aligned to ambitions set out in the County Council’s Corporate Strategy and their successful delivery will specifically support the County Council’s strategic goals related to:
 - Wellbeing – for example through work focussed on supporting residents to live longer and live well, and enabling people to stay well at home in their community and to return home sooner from hospital with the care they need; and
 - Resident Experience – for example through making better use of digital technology to improve services for residents and developing joined-up services designed around the people that need care and support (rather than the organisations that provide it) with people only having to ‘tell their story once’.
6. The County Council’s involvement in developing the plans enable them to be developed as truly place-based plans – ensuring that the resources within an area are used in the most effective way to meet people’s health and social care needs. The County Council also brings expertise and a track record of delivery in a number of areas (e.g. public health expertise, making better use of the public sector estate).

7. The geographic 'footprint' for STPs is determined locally and based upon natural communities, existing working relationships and patient flows – there are three STPs covering Surrey:
- Surrey Heartlands - covering the geographic areas of Guildford & Waverley Clinical Commissioning Group (CCG), North West Surrey CCG and Surrey Downs CCG
 - Frimley Health & Care - covering the geographic areas of Surrey Heath CCG, North East Hampshire & Farnham CCG, Windsor, Ascot & Maidenhead CCG, Bracknell & Ascot CCG and Slough CCG.
 - Sussex and East Surrey - covering the geographic area of East Surrey CCG, Crawley CCG, Horsham & Mid Sussex CCG, Coastal West Sussex CCG, Brighton & Hove CCG, High Weald Lewes Havens CCG, Eastbourne Hailsham & Seaford CCG and Hastings & Rother CCG.



Progress on developing Sustainability and Transformation Plans across Surrey

8. Provisional Plans for each of the three STPs were submitted by 30 June 2016 – these outlined the scale of the challenge in terms of the health and wellbeing gap, the care and quality gap and the finance and efficiency gap, and how each area is planning to respond to close the gaps.
9. In July 2016, feedback was provided to STP leads in each of the areas following submission and work has continued to further develop the plans. Final submission of STPs must be made by 21 October 2016.
10. There are a number of emerging themes from the plans – these include:
- strengthening the focus on self-care and prevention across all areas – primary prevention (preventing health problems developing), secondary prevention (stopping health problems getting worse) and tertiary prevention (reducing impact of disease on a person's quality of life);
 - accelerating and scaling the integration of services (in line with, and building on, the Surrey Better Care Fund plan 2016-17);
 - reducing variation between health providers across a range of health and care pathways (in terms of clinical standards and outcomes for patients);

- ensuring sufficient networking of some acute hospital services across each area to ensure appropriate access for people to services as part of a sustainable health and care system;
 - prioritising workstreams and plans in some areas to redesign services / pathways; for example for cancer services, urgent and emergency care, and maternity and paediatric services;
 - taking a whole systems approach to workforce development to meet the current and future needs of the health and care system;
 - capitalising on new technology capabilities to enable and support new models of care; and
 - strengthening the role of 'citizens' in the development of health and social care services through, for example, deliberative engagement processes, co-design and production
11. Each STP has established a range of workstreams or working groups to develop the proposals and additional detail that will be included in the final STP submission. These workstreams cover clinical, enabling and thematic aspects of the plans ranging from cancer services/pathways, out of hospital services and prevention, to consolidating business support functions and use of the public sector estate.
12. The three STPs are developing their approaches to engaging with their local populations. A communication and engagement plan is now in place for the Surrey Heartlands STP and information about the STP has been published on the North West Surrey CCG website - a range of activity is planned including conducting deliberative engagement events with residents and establishing a stakeholder reference group. In the Frimley Health and Care area, a core STP communications group has been established to set out the next steps in relation to communication and engagement and there are plans for a wider communications event to take place in October with representation from each of the organisations within the footprint. In Sussex and East Surrey, the STP has established a dedicated communications and engagement workstream.
13. Whilst similar themes have emerged from the three STPs, the areas of focus, structure of the plans and governance / sign-off arrangements do vary. This reflects the different areas covered and organisations involved in each STP, the different challenges (in terms of quality or services, health and wellbeing, and efficiency of services) faced within each footprint and the flexibility within the national guidance for areas to determine its own arrangements. As a result, the County Council's role in signing off each STP will vary.
14. Set out below is a brief summary of the areas of focus and governance arrangements that has been agreed for each of the three STPs.

Surrey Heartlands STP

15. Surrey Heartlands STP has established a shared vision:
- "Our plan is to work together as one area to improve public services and make sure we have sustainable, high quality health and care services for the long term."*
16. Supporting this vision, the STP has identified four key objectives to shape the final submission and delivery plan. They are:
- to make sure all local residents have access to the same high quality standards of care – via a Surrey Heartlands clinical academy;

- to promote self-care and encourage and support local people to take more responsibility for their healthcare;
 - to improve the way we provide services – with more care in the community, and single centres for some of the most specialist hospital services (creating expertise and improving patient outcomes); and
 - working as one – moving towards one budget and one overall plan for the Surrey Heartlands area.
17. The principle delivery mechanism for the STP is through the Surrey Heartlands Transformation Board, comprising the Chief Executive, Clinical Chair, Medical Director/Lead Professional for each of the constituent NHS member organisations. The County Council are represented on the Board by the Chief Executive (who chairs the Transformation Board), Strategic Director Adult Social Care and Public Health, and Deputy Chief Executive.
18. The preferred approach for signing off the final Surrey Heartlands STP submission is by establishing a 'Committees in Common' arrangement that will allow for a collective approval of their Plan by the final deadline whilst also ensuring each organisation involved retains its own decision making authority. As a member of the Transformation Board, Surrey County Council has been asked to participate in the Committees in Common arrangement - this report recommends that the Cabinet Member for Wellbeing and Health, Chief Executive and Strategic Director Adult Social Care and Public Health are appointed as the representatives for the Council as part of the Committees in Common arrangement. Annexed to this report is a copy of the Committees in Common Framework and an addendum to it describing the County Council's associated arrangements.

Frimley Health & Care STP

19. The Frimley Health & Care STP identifies four key system transformations that need to be delivered over the coming five years:
- developing communities and social networks so that people have the skills and confidence to take responsibility for their own health and care in their communities;
 - developing the workforce across the system so that it is able to deliver our new models of care;
 - becoming a system with a collective focus on the whole population with support throughout their lives; and
 - using technology to enable patients and our workforce to improve wellbeing, care, outcomes and efficiency.
20. Alongside these system transformations, the following priorities for residents and patients have emerged and are the high level focus for the five year plan:
- further change to improve wellbeing, increase prevention and early detection;
 - improving long term condition pathways including greater self management and proactive management across all providers;
 - frailty pathways: providing proactive management of frail complex patients, having multiple complex physical and mental health long term conditions, reducing crises and prolonged hospital stays;
 - redesigning urgent and emergency care, including integrated working and primary care models providing out of hospital responses to reduce hospital stays; and

- reducing variation and health inequalities across pathways to improve outcomes and maximise value for citizens across the population, supported by evidence.
21. Governance for the STP comes from three well established, local system leadership groups: the East Berkshire System Leadership Group; the North East Hampshire and Farnham Vanguard Leadership Group and the Surrey Heath Alliance. Further groups have been developed to provide effective system leadership to develop the STP: the Frimley System-Wide Leadership Group; the Frimley System Leadership Reference Group and the Frimley System Directors' Group.
22. The County Council are represented in the governance arrangements as follows:
- the Strategic Director Adult Social Care & Public Health, Adult Social Care Area Director (Surrey Heath and Farnham) and Public Health Consultant are members of the Surrey Heath Alliance; and
 - the Adult Social Care Area Director (Surrey Heath and Farnham) is also a member of the North East Hampshire & Farnham Vanguard Leadership Group.
23. At the time of finalising this report the sign-off process for the final STP plan was still in discussion (due to be agreed by the STP on 4 October 2016).

Sussex and East Surrey STP

24. The Sussex and East Surrey STP focusses on the following areas to deliver the greatest public health and wellbeing improvements based on current deaths, years of life lost, healthcare costs and health inequalities across the Sussex and East Surrey footprint population:
- Cardiovascular conditions
 - Cancer
 - Respiratory conditions
 - Mental health
25. The key aims of the STP are set out below and will be supported by key enabling projects / strategies:
- improved approach to prevention and self-care including public health;
 - place-based model of care integrating primary, community, social care, mental health and 3rd sector;
 - an acute service & network that supports quality, performance, and provider financial sustainability; and
 - provider productivity improvements supported at STP level.
26. Governance and oversight of the STP is led by a Programme Board and Programme Board Executive – these boards will sign off the final submission. These are supported by a Finance Sub-Group and a Clinical Reference Group.
27. The County Council is represented on the Programme Board by the Strategic Director Adult Social Care and Public Health.

CONSULTATION:

28. A wide range of partners have been involved in the development of the STPs including the organisations that commission and provide NHS services across Surrey and each STP either has, or is developing, its own communications and engagement plan.

29. In addition:
- the Surrey Health and Wellbeing Board received updates from the three Surrey STPs at its meeting on 26 May 2016 and discussed the emerging themes and issues. A further update is due to be presented to the December 2016 Board meeting; and
 - the Wellbeing and Health Scrutiny Board held a workshop on 31 May 2016 to review the emerging STPs and the Wellbeing and Health Scrutiny Chairman has arranged meetings with the leads of the three STPs.
30. The ongoing engagement and the involvement of residents, elected Members and partner organisations in the design and development of plans and services will be crucial to the successful delivery of STPs.

RISK MANAGEMENT AND IMPLICATIONS:

31. The overall risk management arrangements for the STPs are led by health partners.
32. The STP process provides a vehicle for strengthening partnership governance arrangements, closer alignment of strategies and plans with partners, and supporting the delivery of existing plans (such as the integration of health and social care) – these are identified as key mitigating actions (processes / controls) within the Council's Leadership Risk Register against the risks associated with the achievement of the Medium Term Financial Plan 2016-2021 and the implementation of new models of delivery.

Financial and Value for Money Implications

33. Whilst there are no direct financial implications for SCC as a result of this report, the design and implementation of the STPs across Surrey will play a crucial role in developing a sustainable health and care system.
34. The Council's plans with partners relating to health and social care integration and an increasing focus on prevention and self-care are included within the STPs and are important elements of the Council's Medium Term Financial Plan. A key aspect of this is managing demand pressures across Surrey's health and social care system, which is vital to achieve financial sustainability in the long term.
35. In addition, establishing credible and ambitious STPs will be the only way for the Surrey health and care system to access the transformation funding being held by NHS England.

Section 151 Officer Commentary

36. The Section 151 Officer supports the overall health and social care integration agenda as it will enable better use of resources across the whole system to create improved and more efficient services for residents.
37. The efficacy of specific integration proposals will be judged based on whether there are robust business cases which demonstrate that the proposals represent best value for the whole system and also ensure that the Council's financial position is safeguarded in the process of integration.

Legal Implications – Monitoring Officer

38. Legislation and associated national policy places a duty on local authorities to promote and encourage the integration health and social care integration – for example:

- The Health and Social Care Act 2012 places a duty on the Council's Health and Wellbeing Board to encourage integrated working; and
 - The Care Act 2014 places a duty upon local authorities to "promote integration between care and support provision, health and health related services, with the aim of joining up services".
39. In developing specific plans for health and social care integration, it will be important to ensure that any specific duties placed on the Authority are properly managed

Equalities and Diversity

40. Equality analysis and Equality Impact Assessments (EIAs) will form an important part of any planning for changes to services across health and social care to assess the impact upon residents, people who use services, carers and staff with protected characteristics. Where they represent a service, or policy change, individual schemes and programmes that are part of the STPs will have equality analysis / EIAs completed and included as part of the plans.

Safeguarding responsibilities for vulnerable children and adults implications

41. The further integration of health and social care services will support the safeguarding of vulnerable Surrey residents. More joined up service delivery by organisations will aid the identification and support of people vulnerable to abuse and enhance consistency of approach and training to safeguarding issues.

Public Health implications

42. Integration across health and social care will support and promote the health of the Surrey population more closely aligning outcomes and resources.

WHAT HAPPENS NEXT:

The next steps include:

- final STPs are submitted by the deadline of 21 October 2016;
- national STP assurance process will follow submission (timing / process to be determined); and
- the Surrey Health and Wellbeing Board will receive further updates on the development of the STPs in December 2016.

Contact Officer:

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Consulted:

Representatives from:
 Adult Social Care and Public Health
 Legal services
 Finance
 Surrey Heartlands STP
 Frimley Health & Care STP
 Sussex and East Surrey STP

Annexes:

Annex one – Surrey Heartlands STP Committee in Common Framework
 Annex one addendum

Sources/background papers:

Cabinet report – 21 June 2016: Sustainability and Transformation Plans

Cabinet report – 22 March 2016: Health and social care integration

Cabinet report – 24 November 2015: Progressing the integration of health and social care in Surrey

Cabinet report – 16 December 2014: Health and social care integration

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