

**HEALTH AND WELL-BEING BOARD  
13 JUNE 2017****SUSTAINABILITY AND TRANSFORMATION PARTNERSHIP**

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**Board Sponsor**

Dr Frances Howie

**Author**

Director of Public Health

(Please click below  
then on down arrow)**Priorities**

Mental health &amp; well-being

Yes

Being Active

Yes

Reducing harm from Alcohol

Yes

Other (specify below)

**Safeguarding**

Impact on Safeguarding Children

No

If yes please give details

Impact on Safeguarding Adults

No

If yes please give details

**Item for Decision, Consideration or Information**

Consideration

**Recommendation**

1. **The Health and Well-being Board is asked to:**
  - a) **consider whether the proposed revisions to the STP plan show due regard to the Worcestershire Health and Well-being strategy and whether the resulting document is likely to fit local needs, and make comments on these issues for consideration by the STP for incorporation in the next version of the plan to be made public;**
  - b) **consider those parts of the emerging refreshed plan that impact on residents/services in both Herefordshire and Worcestershire, and highlight aspects for consideration by the STP as it develops its plan; and**
  - c) **identify aspects of the STP plan where common approaches are intended across both counties that may have knock-on effects for other organisations, and seek assurance from partner organisations that these are being appropriately taken into account within Worcestershire.**

## Background

2. On 22 December 2015, NHS England published the NHS Planning Guidance 2016/17-2020/21, setting out the mandatory planning requirements for all NHS organisations. This included a requirement for NHS organisations to come together across defined geographical areas to prepare a local health and social care system sustainability and transformation plan. While the guidance is mandatory only for NHS bodies, councils were strongly encouraged to participate actively, given the interdependence between health and social care and their duties to co-operate. Indeed, since the basic philosophy of the plan was that long-term sustainability could be secured only through simultaneous achievement of the triple aim of population well-being, high quality service delivery, and efficient use of resources, councils were widely considered to have a critical role, given their wider economic and social roles, beyond social care alone.

3. The programme is intended to provide the framework for whole system leadership and collaboration across the footprint of Herefordshire and Worcestershire. This will link into a system-wide strategic direction and mechanism to deliver the Health and Well-being Strategy, the Children and Young People's Plan, the Better Care Fund plan, and the CCGs' commissioning strategies. In turn, this will drive improved well-being for residents, coordinating activities across the Council and the CCGs, and their voluntary sector partners. It will enable the Council and the CCGs to engage with wider public sector partners in a coordinated manner to increase effectiveness, efficiency and value for money from the available resources.

4. The draft plan was last considered by the Health and Well-being Board at its meeting on 25 April 2017, when it was decided to hold this joint session with Herefordshire. Previously, the Board has discussed the STP regularly and made comments which were taken into account in the drafting of the version of the plan which was published in November 2016.

5. An extensive process of public engagement was undertaken during the period from December 2016 to February 2017. Supported by active publicity through traditional means and social media, this included attendance at 140 engagement events within Worcestershire and resulted in 1,195 surveys being completed by people across the county. Similar activity was undertaken in Herefordshire. The resulting report was published on the STP engagement website: <http://www.hacw.nhs.uk/yourconversation/>. This provided summaries of the engagement activity in each county and the issues raised through these processes.

6. Key common themes emerging from this engagement work included:
- a) Residents generally supported the idea of local hubs, able to deliver a wide range of healthcare services within the community or in people's homes.
  - b) Residents were often concerned that access to GPs was not straightforward and favoured approaches to encourage people to see other professionals instead, where appropriate.
  - c) Residents favoured approaches that would keep accident and emergency services focused on those people who really needed them, with others directed to more appropriate services including access to primary care.
  - d) Residents were divided in their views over whether greater use should be made of technology as an alternative to face-to-face care.

- e) Those residents without access to private transport expressed concerns about their ability to access services.
- f) Residents were unsure over the number of beds required and the balance between acute hospitals and community hospitals, and wanted more information on community service redesign.
- g) Carers felt they needed more support if more was going to be asked of them.
- h) Residents were keen to be involved in suggesting ways in which the efficiency of services could be improved, with a number of ideas put forward.

7. In March 2017, NHS England published Next Steps on the NHS Five Year Forward View. This laid down that the existing informal sustainability and transformation arrangements were to become sustainability and transformation partnerships (STPs), as a step towards the formation of integrated or 'accountable' health systems. These new forums are intended to enable health leaders to plan services that are safer and more financially sustainable, and are expected to engage actively with local residents. NHS England has stated that STPs will operate according to local context, but there will be increasing nationally-defined requirements in terms of governance, programme management capability, and coverage. NHS England has stated that resources and performance will increasingly be reported at STP level.

8. In order to provide a firm basis for this next phase in the development of the STP, the plan submitted in October 2016 is being reviewed in the light of the feedback received during the public engagement process earlier in the year, and updated to reflect both the latest financial and performance information, especially as affected by the contracts signed between NHS organisations for the two-year period from April 2017. This process remains in hand, such that no full text is available, though representatives from the STP Programme Management Office have provided an outline of the key issues to members of the Board. Due to restrictions applied nationally to the NHS in the period before the general election on 8 June, the NHS will not publish working drafts of the plan. The final text will be published later in June, when it will be taken through the governing bodies of the local CCGs and Trusts.

9. In considering the issues being taken into account in refreshing the STP plan, members of the Health and Well-being Board will wish to bear in mind the following key points:

- a) All statutory health and social care organisations are legally required to have regard to the Health and Well-being Strategy and the Joint Strategic Needs Assessment adopted by the local Health and Well-being Board. Members of the Board will wish to consider the extent to which the refresh of the STP plan achieves this with regard to the Worcestershire strategy.
- b) From an NHS perspective, the STP has become the centrepiece of health and social care planning, and forms the basis of NHS planning and delivery for the next five years. However, it should be noted that, at present STPs have no statutory basis and accountability remains with the individual bodies. This is especially the case for councils with regard to their social care and public health functions. Members of the Board will wish to consider the extent to which the STP plan has knock-on consequences for the plans of the local statutory bodies and seek assurance from them that they have taken these into account in their own planning.

10. One of the core planks of the STP approach is the belief on the part of NHS England that many of the barriers preventing achievement of the triple aim of population well-being, high quality service delivery and financial sustainability can be addressed more effectively through action above the level of a single county. In the future, this may require some services to be planned or managed at the level of the STP (or higher), as currently happens for services commissioned by NHS England Specialised Commissioning. Members of the Board will wish to consider the consequences of any such proposals for the population of Worcestershire. There are currently no specific proposals to centralise services across the STP, but over the course of the next few years a number of key services will be reviewed to consider future sustainability. Any specific proposals that emerge will take into consideration the importance of place and local services, will be mindful of the public feedback around the impact of travel times and would be subject to formal public consultation.

### **Legal, Financial and HR Implications**

11. There are no specific implications associated with this paper, but there will be significant implications in the implementation plans for each of the programme transformation areas within the STP. As implementation plans develop, these implications will be identified and reported.

12. There is no legal duty to prepare an STP plan, but guidance issued by NHS England requires all NHS organisations to be actively involved in preparing such a plan, with strong encouragement on councils to be engaged.

### **Privacy Impact Assessment**

13. There are no specific issues to highlight at this stage.

### **Equality and Diversity Implications**

14. There are no specific issues to highlight at this stage, although the STP identifies how support is provided to vulnerable people. Full equality impact assessments will be carried out where appropriate as specific proposals develop.

### **Contact Points**

#### County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

#### Specific Contact Points for this report

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### **Supporting Information**

- A full copy of the Plan and summary plan can be accessed through [www.yourconversationhw.nhs.uk](http://www.yourconversationhw.nhs.uk)

## **Background Papers**

In the opinion of the proper officer (in this case the Director of Public Health) the following are the background papers relating to the subject matter of this report:

- Previous Health and Well-being Board discussion of Sustainability and Transformation Plans can be accessed at <http://worcestershire.moderngov.co.uk/mgCommitteeDetails.aspx?ID=146>
- The most recent discussion took place at the Board meeting of 25<sup>th</sup> April, 2017.