

## ADULTS AND HEALTH SCRUTINY PANEL

28 JUNE 2018

### SUSTAINABILITY AND TRANSFORMATION PLAN UPDATE

#### Report of the STP Lead for Leicester, Leicestershire and Rutland

Exempt Information	No	
RCC Cabinet Member(s) Responsible:	Mr Alan Walters, Portfolio Holder for Safeguarding Adults, Public Health, Health Commissioning, Community Safety & Road Safety	
Contact Officer(s):	Susan Venables, West Leicestershire CCG	email: <a href="mailto:susan.venables@westleicestershire.nhs.uk">susan.venables@westleicestershire.nhs.uk</a>

#### DECISION RECOMMENDATIONS

That the Panel:

1. Notes this update and the work of the Better Care Together partners

#### 1 PURPOSE OF THE REPORT

- 1.1 To provide an update on the Sustainability and Transformation Partnership for Leicester, Leicestershire and Rutland and the work being undertaken by partners to improve the health and wellbeing of people locally. The programme is known locally as Better Care Together (BCT).

#### 2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 Back in November 2016 the local NHS organisations published draft proposals to improve health services for patients in our area. That was as part of a national initiative to produce what were called Sustainability and Transformation Plans (or STPs for short) for 44 areas across the country.
- 2.2 Known locally as Better Care Together, we engaged with local people and staff on these draft proposals. The overall direction of improving care quality and safety while integrating services by breaking down artificial organisational barriers was welcomed. However people told us they had concerns about the number of hospital beds and the capacity of general practice and community services in particular to support the new service models.
- 2.3 Since then national policy has refocused these STPs, moving the emphasis on from being about producing plans to concentrating on ongoing partnership working to

improve services and care for patients through more integrated care in local places. In some parts of the country, STPs have moved on to now be referred to as Integrated Care Systems (or ICSs for short), and it is NHS England expectation that all STPs will move towards this more integrated model, of commissioners and providers working together for patients in local places.

- 2.4 Whatever acronym is used, locally the NHS partners in Better Care Together have taken forward a significant amount of work over this 18 month period. We've launched an enhanced NHS111 service which provides more access to clinicians. We have also secured funding for priority areas like cancer, mental health and diabetes, as well as capital funding for new hospital facilities. We've also started changing the way that the NHS organisations work together, so that we operate more as one team working for the people of Leicester, Leicestershire and Rutland in a less fragmented way.
- 2.5 However, the last 18 months have also seen local NHS finances and performance stressed in many services and organisations, particularly over what was one of the most pressurised winters for many years.
- 2.6 Nationally, the Government has recognised the pressure local NHS services are under and so we welcomed the announcement in March this year to develop a long-term plan and funding settlement for the NHS over the next 5-10 years. The recent announcement will be followed by more detailed information on what the NHS can, and can't do, for any increased level of funding.
- 2.7 Set against this context, the local NHS partners have decided that our Better Care Together partnership needs to continue its ongoing work to improve care for patients. But we've also decided that now is not the time to produce a detailed long-term 'blueprint' for all NHS services by creating a 'final' version of our original STP plan. This is because the outcome of the national funding review could have a direct and significant impact on what it is possible to afford; and therefore some of the choices that we may need to make.
- 2.8 In the meantime we do think it is important to update local people and partners on the work that is being done by the Better Care Together partners. This is why we have decided to publish a Next Steps document.
- 2.9 The Next Steps publication will:
  - provide an update on the progress we have already made to deliver high quality, sustainable services, such as the new NHS111 clinical triage service which uses clinicians to provide advice and guidance to patients over the phone.
  - set out our refreshed strategic direction which responds to the feedback on our initial proposals and the actual experience of services.
  - summarise our plans for our priority areas like cancer, mental health and general practice.
  - explain how we are working together across NHS organisations, and in partnership with others, in a more integrated way that is focused on doing the right thing for local people not necessarily individual organisations.

- be open about those areas where we are still doing ongoing work to develop care models and the implications of these for local services, for example some community services and hospitals.

2.10 One of the key elements that our draft STP proposals focused on in 2016 was the need for improvement in our NHS buildings. We've already had some success in securing £48 million for the new A&E department at Leicester Royal Infirmary as well as commitment of around £2 million for improvements to general practice premises. Last year we also secured £8 million for a purpose-built ward for children and young people with a focus on eating disorders and £30 million for new intensive care units and a new ward at Glenfield Hospital.

2.11 However, work continues on business cases totalling more than £350 million for the configuration of services provided by University Hospitals of Leicester, maternity services, and some community hospitals. We will be applying for national funding in July to support these schemes and, if successful, under national NHS capital guidance we will then be able to undertake formal public consultation, on some of our proposals, as early as the end of this year and on others in 2019.

2.12 With so much happening across the work of the Better Care Together Partnership, we are also taking the opportunity over the summer to review our local leadership and governance arrangements to make sure that these are effective going forward. This is important for overseeing our improvement programme and supporting delivery of improvements.

### **3 CONCLUSION AND SUMMARY**

3.1 The Adults and Health Scrutiny Panel are asked to note this update and the work of the BCT partners including:

- Publication of Next Steps document in July 2018
- Ongoing work to co-ordinate business cases for configuration and redesign of services.
- Governance review being undertaken in the Summer.
- On-going work of BCT work streams and engagement activities.

A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577.