

Suffolk Health and Wellbeing Board

A committee of Suffolk County Council

Report Title:	Way Forward
Meeting Date:	12 May 2016
Chairman:	To be confirmed
Board Member Lead(s):	Tessa Lindfield, Director of Public Health Deborah Cadman, Chief Executive, Suffolk County Council
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What is the role of the Health and Wellbeing Board in relation to this paper?

1. At its meeting in March 2016 the Health and Wellbeing Board (HWB) agreed to an approach which would:
 - a) Co-ordinate the delivery of the cross cutting themes contained in the refreshed HWB Strategy through the Sustainability Transformation Plans (STPs) which are being developed by the three clinical commissioning groups (CCGs) in Suffolk. These cross cutting themes being: Prevention; Reduce Inequalities; Health and Social Care Integration; and Strong Resilient Communities.
 - b) Identify a forum for each of the four outcomes which would have responsibility for co-ordinating and driving delivery, ensuring that a credible plan or strategy is in place.
 - c) Invite each of the four outcome leads to put forward one or two priorities which would form the forward plan of the Board, focussing on those issues which require the strategic leadership of the Board.
2. This paper updates on progress for putting this into practice.

Key questions for discussion:

3. The key questions for discussion are:
 - a) Does the content of the emerging STPs give the HWB confidence that the cross cutting themes will be delivered effectively?
 - b) Are there credible strategies or plans in place to deliver the four outcomes in the HWB Strategy?
 - c) Is there a robust partnership or forum which can take responsibility for delivering each of the four outcomes and the cross cutting themes?
 - d) What is the role of the HWB, the Programme Office (PO) and the family of partnerships which underpin delivery of the HWB Strategy?

- e) How will the Board know if the System is making an impact on the outcomes and cross cutting themes?

What actions or decisions is the Board being asked to take?

- 4. That the Board agree to:
 - a) Support the emerging STPs in Suffolk and confirm commitment to use the STPs to deliver the cross cutting themes within the HWB Strategy and contribute to the delivery of the outcomes.
 - b) Delegate responsibility for delivering the four outcomes and the cross cutting themes to the three forums identified: Children's Trust; Joint Commissioning Group; and Health, Care and Safety Group.
 - c) That the leads for the cross cutting themes are invited to attend the Health, Care and Safety Group.
 - d) That responsibility for the delivery of outcome 3 moves from the current Steering Group to the Health, Care and Safety Group.
 - e) That the Joint Commissioners Group look to develop its focus around physical disability during 2016/17 to ensure this element of the outcome has a plan in place.
 - f) Request that the PO scopes current participation and makes specific recommendations to the Board to ensure that relevant officers and stakeholders are represented on the three delivery forums.
 - g) Reduce the number of PO meetings and focus on information sharing.
 - h) Agree the items proposed for inclusion in the HWB forward programme as proposed by the delivery forums.

Brief summary of report

- 5. This report provides an update in relation to the emerging Sustainability Transformation Plans and outlines the approach to developing and delivering both the outcomes and the cross cutting themes within the refreshed HWB Strategy. This report also provides some contextual information for the informal session which follows the Board meeting which will be considering *form, function and principles* of the Board itself.

Main body of report

Sustainability Transformation Plans

Background

- 6. The NHS shared planning guidance 16/17 – 20/21 outlines a new approach to help ensure that health and care services are planned by place and the needs of our populations rather than being focused primarily around individual institutions.
- 7. As in previous years, NHS organisations are required to produce individual operational plans for 2016/17. In addition, every health and care system is required to work together to produce a multi-year Sustainability and Transformation Plan (STP), showing how the Five Year Forward View will be delivered and how local services will be transformed to become sustainable over the next five years.

8. Whilst being a national requirement which will form the basis of application for resource, it is the intention in Suffolk to develop the STPs to be useful for the health and care system and to accelerate our plans to develop Integrated Care Systems across the county.

Footprints

9. To do this, local health and care systems are required to come together in STP 'footprints'. The health and care organisations within these geographic footprints will work together to narrow the gaps in the quality of care, their population's health and wellbeing, and in NHS finances. Suffolk cuts across two footprints. Ipswich and East CCG and West CCG form part of the Suffolk and North Essex footprint and Waveney forms part of a footprint with Norfolk.
10. Although the STPs will set out the vision and plans for the overall footprint area it has been agreed that each STP will reflect their respective place based plans eg covering the Waveney, Ipswich and East and West areas.

Scope

11. STPs will be place-based, multi-year plans built around the needs of local populations. They are intended to help ensure that the investment secured in the Spending Review does not just prop up individual institutions for another year, but is used to drive a genuine and sustainable transformation in patient experience and health and care outcomes over the longer-term. In Suffolk, we know that we cannot meet the challenges we face through continued incremental change and no single partner or locality can deliver the scale of transformation proposed on its own. Our transformation must be comprehensive covering all aspects of health and care for our local population.
12. As part of this, local leaders will be required to set out clear plans to pursue the 'triple aim' set out in the NHS Five Year Forward View – improved health and wellbeing, transformed quality of care delivery, and sustainable finances.
13. STPs are not intended to be an end in themselves, but a means to build and strengthen local relationships, enabling a shared understanding of where we are now, our ambition for 2020 and the concrete steps needed to achieve this ambition. The STPs therefore will be an important element of the delivery of the HWB Strategy for Suffolk focussing on the core principles contained within the Strategy, particularly focussing on the delivery of the cross cutting themes of: *Prevention; Strong Resilient Communities; Reduce Inequalities; and Integration.*

Funding

14. There will be tangible benefits for areas with good STPs. The Spending Review settlement included a national commitment to invest £2.139bn in a Sustainability and Transformation Fund in 2016/17. Of this total, £1.8bn of funding has been allocated to the sustainability element of the fund to bring the NHS provider trust sector back to financial balance. The STPs will become the single application and approval process for being accepted onto programmes with transformational funding for 2017/18 onwards.

Timescales

15. Each footprint is required to submit their STP by 30 June 2016. A short submission was required on 15 April which set out the "early thinking" for each of the footprint areas. The draft submission for the STP covering Suffolk and North Essex is attached as Appendix A.

16. The slide pack attached as Appendix B outlines the approach being developed for Suffolk as part of the footprint which covers Ipswich and East and West CCGs with North Essex.

Delivery of the Outcomes

17. Attached at Appendix C is a diagram summarising the key forums which will be responsible for delivering the outcomes and cross cutting themes within the refreshed HWB Strategy on behalf of the Board. Each outcome lead has been asked to work with their relevant forum to identify a small number of key strategic priorities which they believe should be the focus of the Board through 2016/17. Should the Board agree these priorities will inform the Board's forward plan.

Outcome One

18. Outcome One, *Every Child has the Best Start in Life* is a key focus of the Family 2020 Strategy and the effective delivery of this strategy would see the achievement of the priorities for this outcome. The delivery of the Family 2020 Strategy is overseen by the Children's Trust Board.
19. The Children's Trust Board has put forward the following for inclusion of the HWB Forward Plan:
 - *Emotional wellbeing - Develop a single point of access and assessment for emotional wellbeing*
 - *Community services - Integration of community services, including speech, language and communication services between NHS and Suffolk County Council (SCC)*
20. Alternative areas which could be considered for inclusion are
 - *Transition - Independence and adulthood supported by all professionals using signs of safety, education, health and care plans and health passports*
 - *Healthy Living - Work with schools and further education to promote positive health, develop resilience and reduce risky behaviour such as smoking and alcohol abuse*

Outcome Two

21. Outcome Two has two elements, improving independent life for people with both physical and learning disabilities. Greater focus to date has been on learning disabilities and the HWB has endorsed the Learning Disability Strategy in 2015.
22. The Joint Commissioning Group (JCG) is the forum which will co-ordinate activity of the Learning Disability Strategy and it has engagement from SCC (Children and Young People's Services and Adult and Community Services), the three CCGs, Health and Police, with other stakeholders invited as appropriate to the topic.
23. The priorities below need to be agreed by the Learning Disability Partnership Board which is yet to meet to consider the request from the Board. However, representatives from the Learning Disability Partnership Board who sit on the JCG have agreed to put forward the following:

- 1.) *Access to good quality housing/accommodation for people with a learning disability. (This will include greater choice and availability.)*
 - a) *Supported housing, general needs and not excluding residential and respite*
 - b) *More specialised housing/accommodation for people with complex needs and behaviours that may challenge services*
 - 2.) *Improving health for people with a learning disability – focussing on access to primary care and universal services*
24. Within these areas of focus, priority will be given to workforce development to ensure that the experience of accommodation based services and health services is positive and includes reasonable adjustments.
25. Currently there is no strategy in place for physical disabilities but it is proposed that this is scoped during 2016/17.

Outcome Three

26. The lead for Outcome Three *Older people have a good quality of life*, has historically brought together a steering group, a partnership network of organisations both public and voluntary including representatives of the Suffolk Older People's Council to co-produce the action plan. The Steering Group has identified a range of partnership activity which contributes to this outcome. Going forward, it is proposed that the Health, Care and Safety Commissioners Group should oversee the delivery of this outcome. Should this be agreed, the steering group have concluded that they would not continue to meet but would welcome the principle of co-production continuing in the delivery of strategies which impact on older people. This is consistent with the proposal for co-production to be a key principle for the activity associated with the HWB.
27. They have put forward the following priorities for the HWB forward plan:
1. *A good environment in which to live - promote and develop a range of high quality housing options to support people retaining their independence. through the outcome of the Suffolk Strategic Housing Partnership review of supported housing options*
 2. *Healthy Living - Improve the detection of frailty and prevent further deterioration in frail people*
 3. *Improve outcomes and quality of life for people with dementia and their family carers - Creating supportive community environments through the implementation of the joint dementia pathway including the development of Dementia Friendly Communities*

Outcome Four

28. Outcome Four, *People in Suffolk have the opportunity to improve their mental health and wellbeing* has a Strategy in place to deliver on this outcome which has been endorsed by the HWB and subsequently an action plan has been developed. The Joint Commissioning Group (JCG) also has a role in co-ordinating the delivery of this action plan.

29. The JCG has put forward the following for the HWB forward plan:

1. *Reduction of mental illness and self-harm; zero tolerance of suicide*

The development and implementation of a suicide action plan following on from the publication of the Suicide Prevention Strategy in Summer 2016 forms part of this priority and is an underlying theme in the Crisis Concordat. This is likely to be the proposed topic of the HWB conference which will be held in October of this year. Due to the number of partners that would need to be involved in the development and implementation of a Suicide Prevention action plan, this could be considered as a pertinent area for HWB support.

2. *Population and workforce development*

Training and development of both the wide range of staff across the Health, Social and voluntary sectors and the general population are elements which thread through all three priorities in the Joint Mental Health Strategy. This will require resourcing and the cooperation of a large number of organisations and for the public within the current tight financial constraints. The need to raise awareness and upskill a wide variety of staff, carers, volunteers and the general public in pertinent areas of Mental Health is vital to help the system function better.

Programme Office

30. In light of the decision to use the STPs and the Health, Care and Safety Group to deliver the cross cutting themes, a meeting was held with members of the Programme Office to consider how these two forums could work effectively together and whether there was potential to amalgamate the two forums into one.

31. Two key issues emerged with this proposal. The first was the engagement of the district and boroughs and the voluntary and community sector (VCS) who attend the PO but are not currently regular attendees of the three delivery forums. The PO therefore acts as a single forum by which information is shared. The second was that the PO has a role in agenda planning.

32. Whilst the conclusion was that there are other ways in which the agenda planning can take place there still seemed, for the time being, a place for the PO for information sharing. Over time fuller engagement in the three delivery forums may mitigate the need for the PO, it was proposed that we retain this forum but hold the meetings less frequently and explore opportunities for virtual networks.

Why this action/decision is recommended

33. To enable effective and efficient delivery of the ambitions in the Health and Wellbeing Strategy for Suffolk.

Who will be affected by this action/decision?

34. Suffolk residents.

Note: Appendix A contains embedded documents. If you need assistance in accessing them please contact Suffolk County Council Democratic Services (email committee.services@suffolk.gov.uk, telephone: 01473 265119).

Sources of further information

- Refreshed Health and Wellbeing Strategy for Suffolk:
<http://committeeminutes.suffolkcc.gov.uk/LoadDocument.aspx?rID=0900271181ac53bf>
- STP Guidance:
<https://www.england.nhs.uk/ourwork/futurenhs/deliver-forward-view/stp/>

