



Transformation Plan – Update Report

York Health and Adult Social Care Policy and Scrutiny Committee

30 November 2016

1. Purpose of Paper

The purpose of this paper is to summarise the scope and objectives of the Humber Coast and Vale Sustainability and Transformation Plan and to provide an overview of the approach that is being taken to the development and implementation of the plan.

2. Background

Sustainability and Transformation Plans (STPs) are place-based, multi-year plans for health and care systems that are built around the needs of local populations. STPs will help drive a genuine and sustainable transformation in health and care outcomes over the next 5 years and beyond. They will help to build and strengthen local relationships, enabling a shared understanding of where we are now, our ambition for 2021 and the steps needed to get us there.

3. Overview

Since April 2016 a wide range of people from across the region, including representatives from health, social care and voluntary sector organisations, have been working together to develop the Humber Coast and Vale STP. Our vision for 2021 is a system that:

- Enables people to start well, live well and age well
- Increases reliance on prevention and self-care
- Reduces dependence on hospitals and institutions

The STP focuses on the wider determinants of health in our footprint, as well as the provision of health and social care services. It anticipates public services working more closely together and working more effectively with their communities to achieve this vision.

4. Approach

The STP is being developed in accordance with a number of key principles:

System First, Organisation Second

As public sector organisations in the Humber Coast and Vale region, we are committed to working more closely together to ensure that our resources are used in the most appropriate way to improve things for our communities. We have developed our priorities together and have established system governance arrangements that will facilitate support, scrutiny and challenge as individual components of the STP are planned, communicated, signed off and implemented.

Combining the Benefits of Scale and Localism

Our STP region covers communities in Hull, the East Riding of Yorkshire, York, Scarborough and Ryedale, North Lincolnshire and North East Lincolnshire. The scale of the STP creates opportunities to share some resources and workloads and to provide support and cover to areas where we are currently stretched. This will help to improve service resilience and sustainability. However, the STP is fundamentally built around the concept of healthy people and healthy communities, supported by integrated and improved public services. Although consistent approaches will be adopted across the STP region, work to achieve this ambition will be undertaken at locality level – the place based approach.

Public Sector Reform at the Heart of Everything We Do

The organisations delivering public services in our footprint are facing significant demand, service quality and financial challenges. Genuine public sector reform will be required to achieve our vision with all partners working collaboratively on the wider determinants of health (including housing, education and employment) as well as the improved provision of health and care services.

5. Our People and Partners

The Humber Coast and Vale STP is Emma Latimer, Chief Officer of the NHS Hull Clinical Commissioning Group. Chris O'Neill is the recently appointed STP Programme Director.

The STP Partnership Board is made up of representatives from a range of organisations including Clinical Commissioning Groups, Local Authorities and healthcare providers.

These are:

- East Riding of Yorkshire CCG
- Hull CCG
- North East Lincolnshire CCG
- North Lincolnshire CCG
- Scarborough and Ryedale CCG
- Vale of York CCG
- City of York Council
- East Riding of Yorkshire Council
- Hull City Council
- North East Lincolnshire Council

- North Lincolnshire Council
- North Yorkshire County Council
- Care Plus Group
- City Health Care Partnerships CIC
- Hull and East Yorkshire Hospitals NHS Trust
- Humber NHS Foundation Trust
- Navigo
- North Lincolnshire and Goole NHS Foundation Trust
- Rotherham, Doncaster and South Humber NHS Foundation Trust
- Tees, Esk and Wear Valleys NHS Foundation Trust
- York Teaching Hospitals NHS Foundation Trust

6. Our Challenges

The Humber Coast and Vale STP sets out proposals for the future direction of health and social care services across the region in the face of immediate and growing challenges in the following broad categories:

- Health and wellbeing
- Quality of care
- Efficiency

The STP recognises that 23% of our 1.4m population live in the most deprived areas of England and we have significant variations in health outcomes across our diverse rural, urban and coastal communities. Adults in some areas are leading less healthy lifestyles and as a result are at greater risk of developing long term conditions that seriously impair their lives and future prospects.

Health and Wellbeing

Mortality

Standardised mortality is significantly worse than the national average. On average the death rate of under 75s is 153 per 100,000.

Prevention

Smoking, alcohol abuse and obesity rates are higher than the national average.

Cancer

Cancer is the leading cause of death in under 75s. Cancer kills more than 4,000 people a year in the HCV region, with lung cancer being the biggest contributor.

Mental Health

14% of people aged 16-74 have mental health disorders.

Quality of Care**The Right Care**

40% of A&E patients require no treatment. 25-50% of hospital beds are used by people who don't need them.

The Right Place

27% of people seen by GPs could have had their issue resolved another way. 36.5% of A&E patients went there because the GP practice was unavailable or closed.

The Right Time

Citizens will wait more than four weeks for to access some mental health services.

Elective Care

51% of patients said they couldn't have an appointment at their GP on the day they wanted to.

Efficiency**Turnover**

Annual turnover of the footprint is £3bn and this figure will increase over the next 5 years.

Projected Deficit

Although additional funding is being made available, if we maintain current approaches and service arrangements, we will have an STP wide deficit of £420 million by 2020/2021.

Estates

Our total estate running cost is £208 million, which includes estates which are not used to their full capacity

7. Addressing our Challenges

Our proposals set out a vision of a better NHS, the steps we should take to get us there, and how everyone involved needs to work together. The foundations of the STP are place-based plans that aim to ensure we are all healthier, have better access to the care that we need, and have health and care services which run more efficiently.

We aim to move from the current system that is heavily reliant on care delivered in hospitals and institutions to a system that is built around prevention, self care and local provision of enhanced health and care services.

In order to achieve these aims, the Humber Coast and Vale STP has identified these priorities:



Place Based Care

Our concept of place-based care is vitally important to the success of our plan. The STP will be delivered locally, with each place appropriately implementing the fundamental components of our vision.

Our communities have told us that access to GP appointments is difficult and as a result they sometimes turn to A&E and out-of-hours services for help. People want to receive excellent care, close to their home, at times that work with their lifestyle. They are also frustrated that they need to give the same information and story to different professionals, often on the same day.

Our priorities for place-based care that helps people stay well are:

- Significant investment in general practice and primary care to improve access to GPs, allow practices to develop and

transform the way they work and over time increase the number of GPs and other clinicians working in primary care.

- Implement new integrated multi-disciplinary locality teams, joining up local services to make sure the health system works for everyone. Local teams will coordinate and deliver as much care as possible in the community so people go to hospital only when required. These teams will in general include Consultants GPs, nurses, therapists, social care working alongside other public services and the voluntary sector.
- Development of our Urgent and Emergency care services to ensure that people are able to access the level of service that is appropriate to their need on a seven day basis, reducing the need for them to go to hospital.
- Offer high quality smoking cessation services based on what we know works.
- Take steps to identify cardiovascular disease, diabetes, frailty and dementia early on and to provide improved long term support.
- Implement prevention activities that we know work well across all localities, such as obesity, alcohol misuse and tackling falls.



Supporting People with Mental Health Problems

We know that we have a lot to do to improve mental health services in Humber Coast and Vale area. More services need to be provided close to home rather than in a hospital and citizens need better access to mental health support services.

Our priorities for supporting people with mental health problems are:

- Invest in best start and prevention strategies for the under fives focused on bonding and attachment. This will be delivered through health visitors, schools and parenting support.
- Improve the support to people to progress on their recovery journey. Ways we will do this include; making treatment in the community our default option, addressing existing gaps in onward placements and services and making better use of beds across the patch.
- Create new services to avoid unnecessary hospital stays. We will do this in collaboration with the new integrated multi-disciplinary teams. This will involve us designing alternative, more appropriate services.
- Provide services which maintain independence. Due to the style of the care provided in hospital or other care settings, people, especially those with dementia, can start to lose their independence. We will work with hospital and community based services to identify how services can accommodate people to both continue with their activities of daily living and be supported to make informed decisions about their care.



Creating the Best Hospital Care

We will encourage collaboration to ensure that we continue to provide hospital services that are safe, sustainable and high quality. This will involve sharing some resources across wider areas to improve serviced resilience and efficiency. Our work will review the configuration of acute and specialised services across the six main hospital sites in the Humber Coast and Vale area to determine whether there is potential for improvement.

Our priorities for creating the best hospital care are:

- Improve the quality of hospital services by working together to design the best way of doing things, clinically and operationally.

- Develop high quality networked and sustainable specialised services. We would like to review complex rehabilitation services, paediatrics, neonatal intensive care and specialised orthopaedics over the next five years.
- Share support services to become more efficient where there will be little direct impact on the quality of patient care. We are considering doing this for Pathology, Pharmacy, Procurement and Imaging.
- Develop a consistent Humber Coast and Vale level of maternity care.



Strategic Commissioning

Currently, patients may receive a different type of treatment or a different level of care depending on where they access services. Similarly, too many organisations are currently commissioning services. Our aim is to strike a balance between commissioning some services at scale across the Humber Coast and Vale region so that we can get the best value from them and commissioning other services on a local level so that they can be built around the needs of individual communities.

Our priorities for strategic commissioning are:

- Implement a strategic commissioning model that adopts an asset based approach and has a real focus on prevention, well-being, self-care and delivering outcomes that matter for patients.
- Commission hospital services at HCV level to reduce variation, measure the success of services against the things that are important to the population and make best use of the available workforce, particularly in service areas where recruitment is difficult.

- Commission services at 'place' level that will be developed locally on a smaller scale, for example our new integrated multi-disciplinary locality teams. This means that the services offered through these teams should meet the needs of the people who live there rather than a one size fits all approach.



Helping People Through Cancer

A focus on prevention and improving cancer services is important as the Humber Coast and Vale area has higher than national average incidence and mortality rates for all cancers. The number of people living with and beyond cancer is predicted to increase by 28% by 2030, which means we need to change the way we currently treat people with cancer and support them during and after treatment. We want to simplify the way that cancer treatment is accessed, reduce the current level of variation and increase our focus on the prevention of cancer.

Our priorities for helping people through cancer are:

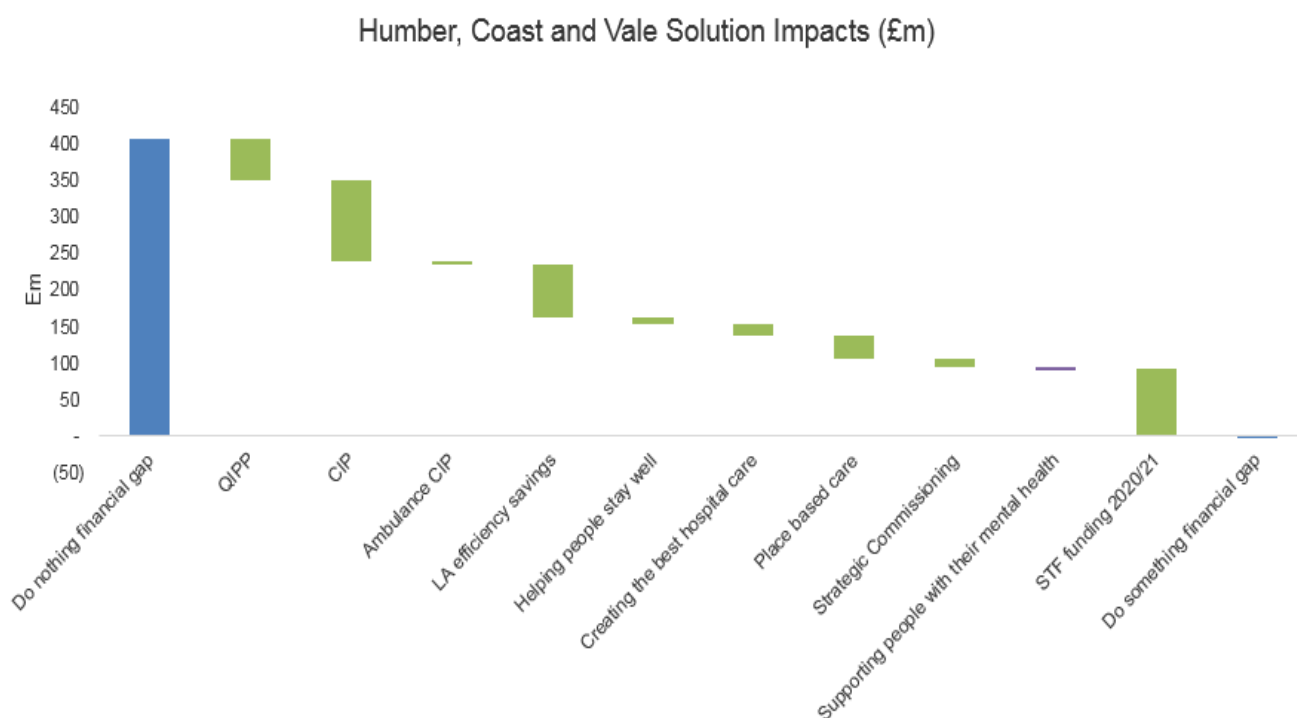
- Improving the way we manage our cancer diagnostics. By managing these services across the HCV area they should become more efficient which means citizens should be able to access them when they need them. This will help to ensure that cancer is diagnosed at an earlier stage.
- Provide a consistent cancer recovery and support service for all patients across Humber Coast and Vale.

8. Balancing the Books

Our plan is to create a financially balanced health and social care system. If we continue with current service arrangements, we forecast we will have a £420m funding gap by 2020/ 2021. Through implementation of the proposals set out in the STP, we believe that we will be able to enhance health and wellbeing, improve the quality and safety of our services and create a financially sustainable health and care system for the people of the Humber Coast and Vale area.

The graph below shows the financial impact of our six priorities and our plan to balance the books by 2020/21.

We will work to create a financially stable health care system for the future, having a collective approach to appropriately managing demand and activity, agreeing investment plans and reducing cost where this is identified as necessary.



9. Next Steps

Although we have made good progress since April 2016 in bringing partner organisations together and developing the STP submission, there is still a considerable amount of work still to do to communicate more fully with stakeholders and the public, develop more detailed plans and implement proposed service changes. Key actions for the next 3 months include:

- Publishing the STP submission
- Finalising a comprehensive communications and engagement strategy
- Confirming workstream objectives and resources
- Agreeing our approach to sharing financial targets and risks
- Agreeing our approach to tariff based contracting
- Establishing the Programme Management Office

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