Update on system planning

Health & Wellbeing Board
15 December 2016

Since September…….

- 18 October – Presentation on System planning to the **Health and Adult Social Care Select Committee**
- 21 October - **Draft Sustainability and Transformation plan submitted** (2017 – 2020) – currently subject to NHS England assurance
- 24 November - **Development of 2 year operational plans** across commissioners (CCGs and NHSE) and providers covering April 2017 – March 2019
- November / Early December – **7 Locality engagement events**

Our Challenges

An **ageing** population

A **growing** population

New demands cost the NHS at least an **extra £10bn** a year nationally

Evolving healthcare needs, such as the increase in **obesity** and **diabetes**

Plans are based on feedback from public, patients and stakeholders:

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Health and wellbeing strategy

Consulting now on refreshed priorities

Joint Strategic Needs Assessment

Continuous process via multi-agency development group

Community hubs

8 public /staff engagement events, 183 attendees

Public engagement events, focus groups, online, CCG meetings, GP surveys

Primary Care Strategy

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Buckinghamshire plans for local health and care services

Discussions with local Boards/partners

Healthy Bucks Leaders Group, HASC, HWB, County Council etc

Frail Older Person Strategy

300+ survey responses, 275 people at workshops

Learning Disabilities/ Transforming Care

Input from Thames Valley Clinical Senate and Academic Health Science Network

Urgent care survey results

Patient experience feedback

Our Strategy:
We need to put care in the best place

If we do nothing to meet these challenges, our costs will exceed our funding by about £107million over the next four years across the Buckinghamshire health system.
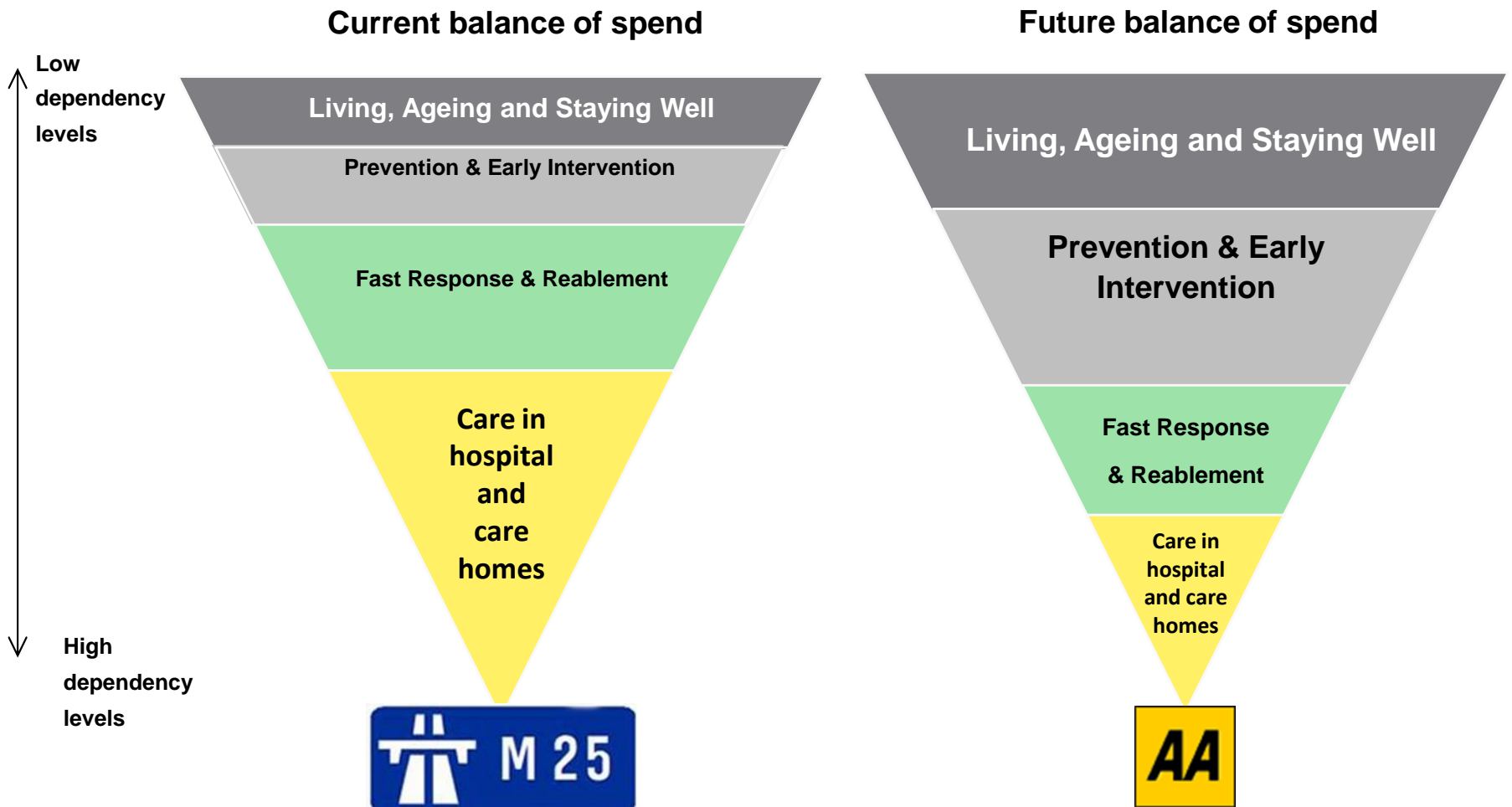
How our plans align:
Clinical Commissioning Groups

There is a separate presentation on the CCGs Operational Plan (including commissioning intentions) which includes next steps on delivering areas such as our strategy for mental health

How our plans align:
Buckinghamshire Healthcare Trust

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Mission
Safe & compassionate care, every time

Vision
We want to be one of the safest healthcare systems in the country.

Values
Collaborate
Aspire
Respect
Enable

We have three strategic priorities:

Quality
We will offer high quality, safe and compassionate care in patients' homes, the community or one of our hospitals:

- Patients empowered to manage their own health and care
- Joined up working between hospital, community, GP, social care and voluntary sector
- Patient outcomes and experience amongst the best in the country
- Recognised nationally as a high performing organisation

People
We will be a great place to work where our people have the right skills and values to deliver excellence in care:

- Inspirational leaders developing strong teams
- Attracting and retaining high calibre and engaged people
- Teams enabled to innovate and develop their services
- Pioneering new ways of working across sites, services and organisations

Money
We will be financially sustainable, will make the best use of our buildings and be at the forefront of innovation and technology:

- Improved productivity to ensure spending stays within the income we receive
- IT-enabled 'paperless' organisation
- Specialist services at the forefront of research and innovation
- Health and care hubs supporting more people in their communities

Working in partnership

STPs

Sustainability and Transformation Plans (STPs):

- Are 'umbrella' plans for change: provide an opportunity to work at scale across a larger population where it makes sense to do so;

- Are the mechanism for sharing innovation and delivering the Five Year Forward View;

- Plans address how we will collectively improve health, care and finance for the wider population;

- Organisations retain their own accountability whilst also working to a shared, agreed STP plan

Buckinghamshire, Oxfordshire and Berkshire West makes up our STP "footprint"

- 1.8m population

- £2.5bn place-based funding

- 7 CCGs

- 6 NHS Hospitals

- 14 local authorities

- Several other arm's length bodies (e.g. Thames Valley Clinical Senate)

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The majority of our Sustainability and Transformation work will be delivered locally:

About **70%** of Buckinghamshire's STP is the local health and care plans that we've already been talking to you about

About **30%** of Buckinghamshire's STP is work across the larger Bucks, Oxfordshire and Berkshire West footprint

Our STP Workstreams

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1

Shift the focus of care from treatment to prevention

2

Access to the highest quality Primary, Community and Urgent care

3

Collaboration of the three acute trusts to deliver equality and efficiency

4

Maximise value and patient outcomes from specialised commissioning

5

Mental Health development to improve the overall value of care provided

6

Establish a flexible and collaborative approach to workforce

7

Digital interoperability to improve information flow and efficiency

Our STP Workstreams

Challenges

Our footprint is made up of multiple health economies with different population characteristics & healthcare needs. Overall good health status masks variation and inequalities. Child and adult obesity increasing. The older population is growing faster than the national average	The high local cost of living and an aging workforce are leading to increasing difficulty in sustaining services. This is inhibiting development of robust integrated out of hospital care, contributing to variable performance and rising hospital admissions	Significant variation in per capita spend on specialised services across the STP	Variation in access to care leads to quality and outcomes which don't meet patient expectations	The cost of delivering current health and care services is not sustainable in the long term

Priorities

1 Shift the focus of care from treatment to prevention

2 Access to the highest quality Primary, Community and Urgent care

3 Collaboration of the three footprint acute trusts to deliver equality and efficiency

4 Maximise value and patient outcomes from specialised commissioning

5 Mental Health development to improve the overall value of care provided

6 Establish a flexible and collaborative approach to workforce

7 Digital interoperability to improve information flow and efficiency

Initiatives

- Each and every clinical contact to include brief advice, supported by face to face, phone and web based behaviour change support. Build on existing asset based approaches
- Create robust out of hospital services operating from community hubs and coordinated by GPs to maintain independence of elderly and frail patients in their own homes
- Consolidation of backroom services to ensure high quality and optimise cost effectiveness
- Identify opportunities for modifying pathways, standardising thresholds and increasing prevention to reduce spend and increase value
- Develop a network of providers of specialist mental health care across a larger footprint of STPs coordinating inpatient and community based services
- A shared workforce plan to support rotation of staff across organisations to increase quality of care and staff retention
- Creating a single set of information sharing agreements across BOBW

The impact of our plans

- A dynamic social movement which activates individuals to increase personal activity
- Everyone working together so the population across BOBW have happier and healthier lives
- Reduced health inequalities
- Reduced demand for services

- Patients receive a timely response in the most appropriate setting
- Patients get quicker treatment because they get to the right place, first time
- Reduced A&E and non-elective attendances
- Increased proportion of elderly people living independently at home
- Delivery of care in alternative settings
- Coherent standardised pathways for specialist mental health between community and inpatient services

- Release funding to invest in local services and so improve outcomes
- Reduced out of area treatments

- Improved patient and workforce experience
- Reduced turnover
- Reduced spend on agency
- Workforce leading the way on health and wellbeing

- Improved information for clinicians with which to make clinical decisions
- Reduced duplication for patients
- Releasing time for patients and clinicians

Developing our local Plan

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Context	Vision	Aim	Programme workstreams		• 3-5 strategic interventions & *FYFV* models	Enabling infrastructure		
Overall good health status	Everyone working together so that the people of Buckinghamshire have happy and healthier lives	The aim of partners is to rebalance the health and social care spend in Buckinghamshire to increase support for Living, Ageing and Staying Well and Prevention and Early Intervention initiatives	Promoting self care and a radical step change in prevention	A life-course approach to: • Promoting healthy lifestyles • Improving mental health and wellbeing • Tackling inequalities • Building community capacity and self help	• *Active Bucks* programme & physical activity strategy • Workforce trained in *MECC* and asset based conversations • Better joined up services for vulnerable groups	Estates – reducing capital asset footprint across Council & NHS through 'One Public Estate' initiative, optimal use of all public service assets, refinancing PFI debt	IM&T digital interoperability – paperless by 2020, shared care records across all organisations	Workforce - reduce agency costs, review skill mx & reduce corporate costs e.g. shared back office functions with Council
Unhealthy lifestyles			Integrating the health & social care commissioning & delivery system	• Frail older people	• *Multi specialty community provider teams* based in community hubs accessed via a single point • NHS & Council joint approach to residential care & continuing health care market • Reducing acute hospital utilisation and investing in community & primary care • Redesigning community hospital care			
Ageing population				• Mental health & learning disability care	• *Vanguard* 'prime contractor' model for tertiary services			
Rising incidence of long term			Reforming urgent & emergency care	• Thames Valley integrated urgent care	• *Urgent & emergency care network* model implementation • Transitional care managing medically fit for discharge • Reducing length of stay and unnecessary use of beds within the acute sector			
Generally system is seen as low								
Financial challenge c.£200m over 5			Planned & specialised care, maternity & paediatrics	• Tackling variation *Right Care* • Maternity care strategy • Cancer strategy • Interventional radiology	• Improving performance to upper decile • Capacity planning for increased births • Network pathway improvement • 24/7 day working plan			

Our focus is to…

- **Improve** patient outcomes and experience
- Shift spend on bed-based care into **prevention and care at home**
- **Integrate health and care services**, avoid unnecessary steps in pathways to reduce waste and duplication
- **Deliver cost and productivity improvements** through implementation of recommendations such as from the Carter report and Rightcare programme
- Deliver urgent and emergency care services in the **right place at the right time**
- **Deploy technology** to enable rapid access to advice, care and support

For example…
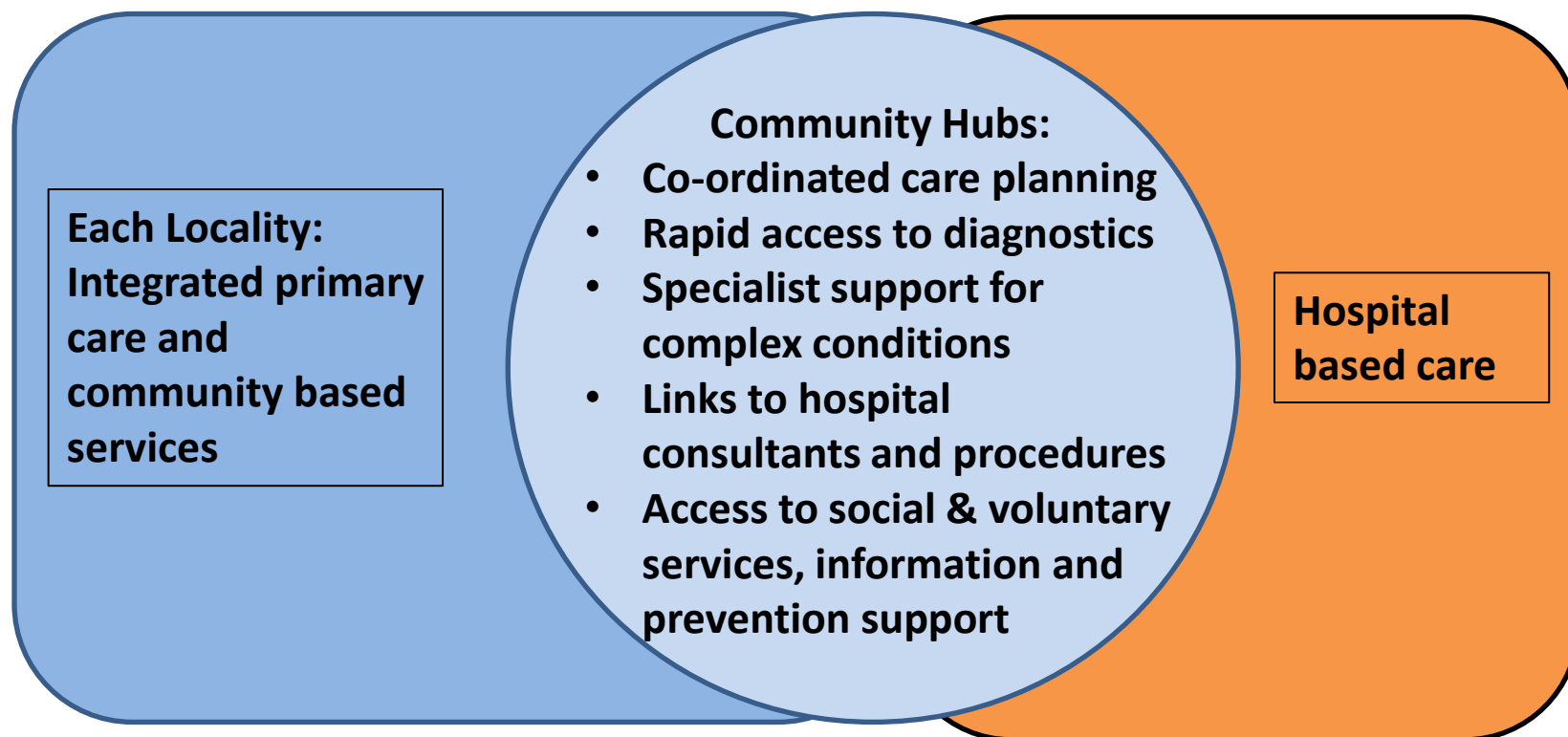

Shifting the focus of care

Managing urgent and emergency care

Integrating health and social care

Redesigning GP-led care

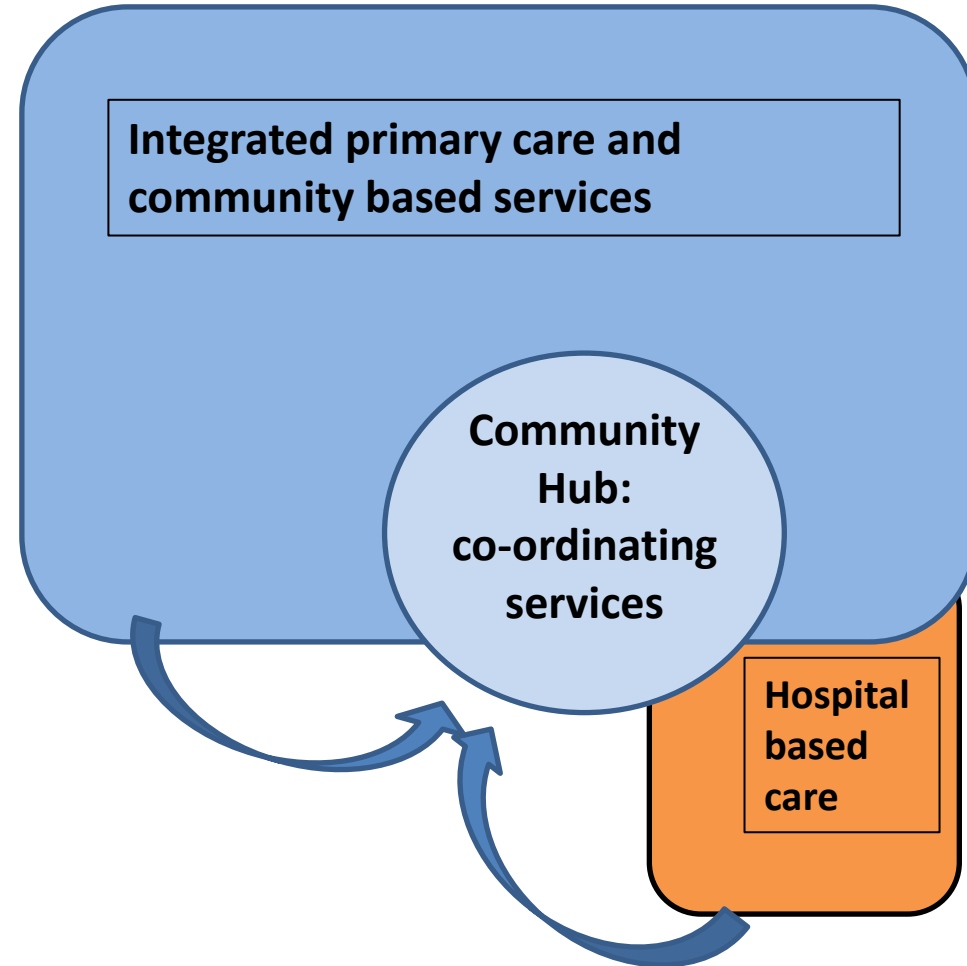**Developing new models of care**

Community Hubs and Locality Services

Each Locality:
Integrated primary care and community based services

Community Hubs:
- **Co-ordinated care planning**
- **Rapid access to diagnostics**
- **Specialist support for complex conditions**
- **Links to hospital consultants and procedures**
- **Access to social & voluntary services, information and prevention support**

Hospital based care

Community Hubs: co-ordinating services & support

Community hubs will vary in services tailored to their local population needs; some services will be in a building, others may be virtual (e.g. video outpatients, information).

Local services can be co-ordinated across the locality and provide signposting, advice and guidance.

Hubs will bring together health, care and the voluntary sector, to enable more efficient access to hospital based specialist advice, through local appointments or video conferencing.

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Integrated primary care and community based services

Community Hub: co-ordinating services

Hospital based care

Workforce

- Future workforce planning is about **right skills, recruitment plans and joint planning** to deliver integrated care and reduce the cost of temporary staffing, recruiting to fill vacancies in front line staff.

- Our workforce strategy and the associated plans **mean**:

  - **Addressing long-standing difficulties in recruiting & retaining staff** (a number of whom are drawn into employment in London for higher rates of pay) by making improvements to training, terms and conditions, and by taking a shared approach to recruitment from overseas

  - **Enhancing professional and clinical leadership capability and upskilling the workforce**, enabling staff to deliver better care

  - **Working in partnership** across the STP's public sector organisations to recruit, retain & develop the support workforce across organisations - front-line care and support staff across health & social care without a professional qualification, for example domiciliary care worker or health care assistant – including identifying new combined roles across sectors taking advantage of the different sectors' abilities to attract & retain staff and developing joint education & development for new support worker roles.

Further Information

- **Update to Health and Adult Social Care Select Committee on System Planning 18 October 2016** (https://democracy.buckscc.gov.uk/documents/s87395/2016%2010%2005%20-%20HASC%20Briefing%2018%20Oct%202016.pdf)
- **Buckinghamshire Healthcare trust board papers and update on STP** http://www.buckshealthcare.nhs.uk/Downloads/Trust-board-documents-2016/s%20Public%20Board%20agenda%20and%20papers%20Buckinghamshire%20Healthcare%20NHS%20Trust%20November%202016.pdf
- **CCG Governing Body papers and draft operational plans for 2017 – 2019** http://www.aylesburyvaleccg.nhs.uk/about-us/governing-body-meetings/