

HEALTH AND WELLBEING BOARD		AGENDA ITEM No. 4
24 MARCH 2016		PUBLIC REPORT
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UPDATE ON SYSTEM TRANSFORMATION PROGRAMME AND FIT FOR THE FUTURE, SUSTAINABILITY AND TRANSFORMATION PLAN

R E C O M M E N D A T I O N S	
FROM: Jessica Bawden, Director of Corporate Affairs, Cambridgeshire and Peterborough Clinical Commissioning Group	Deadline date: NA
The Board is asked to note the direction of Fit for the Future as well as the CCG's Sustainability and Transformation programme for 2016/17 and beyond.	

1. ORIGIN OF REPORT

- 1.1 This report is submitted to Board as an update to the Sustainability and Transformation Programme.

2. PURPOSE AND REASON FOR REPORT

- 2.1 To update the board on the progress of the System Transformation Programme and to introduce Fit for the Future, Sustainability and Transformation Programme for the Cambridgeshire and Peterborough area.

3. BACKGROUND

- 3.1 Cambridgeshire and Peterborough has been identified nationally as a 'challenged health economy'. In the local System Transformation Understanding Today, Designing Tomorrow change document, published in 2014, the health system's key challenges are identified as follows:

- the Cambridgeshire and Peterborough health system is not financially sustainable and if nothing is done, it will face a financial gap of at least £250m by 2018/19
- the population of Cambridgeshire and Peterborough is increasing and there will be a greater proportion of older people in five years' time
- demand for health services continues to increase
- there are significant levels of deprivation and inequality that need to be addressed
- people are living longer and health outcomes are generally good but there are significant differences in people's health across the system
- the health system has multiple stakeholders.

- 3.2 Over the last year the System Transformation Programme worked to outline the issues and develop ideas to transform healthcare across the region. This work will now be carried forward by the Sustainability and Transformation programme, overseen by the Health and Care Executive, whose membership includes the Cambridgeshire and Peterborough local authority Chief Executive, Gillian Beasley.

3.3 The National Context

- 3.3.1 The leading national health and care bodies in England have come together to publish 'Delivering the Forward View: NHS Shared Planning Guidance 2016/17 – 2020/21', setting out the steps to help local organisations deliver a sustainable, transformed health service and improve the quality of care, wellbeing and NHS finances.
- 3.3.2 It is published by NHS England, NHS Improvement (the new body which will bring together Monitor and the NHS Trust Development Authority), the Care Quality Commission, Public Health England, Health Education England, and National Institute for Health and Care Excellence (NICE) – the bodies which developed the Five Year Forward View in October 2014.
- 3.3.3 As part of this all NHS organisations are asked to produce a local health and care system 'Sustainability and Transformation Plan', which will cover the period October 2016 to March 2021.
- 3.3.4 The Cambridgeshire and Peterborough Sustainability and Transformation Plan will incorporate the work of its Urgent and Emergency Care (UEC) Vanguard Programme.
- 3.3.5 **Vanguard:** There are currently 50 Vanguard sites across England that are part of the national New Care Models Programme. They have been chosen to lead on developing new ways of planning, delivering, and paying for sustainable health and care services. The aim is to provide safer, faster, and better care for patients, now and in the future.
- 3.3.6 Cambridgeshire and Peterborough UEC Vanguard Programme has received £970,000 of funding as one of eight selected 'UEC Vanguards' for the new care models programme which is playing a key part in the delivery of the Five Year Forward View – the vision for the future of the NHS. Vanguards are leading on developing new care models that will act as blueprints for the future of the health and care system in England.
- 3.3.7 (Note: the 'Vanguard' transformation fund monies will be combined with other national transformation funds in 2017/18 so any bids for extra money to support Vanguard/Sustainability and Transformation work will all be against this new central fund).

3.4 Fit for the Future, Sustainability and Transformation Programme

- 3.4.1 The Cambridgeshire and Peterborough Health System Sustainability and Transformation Programme has been formed as a cross-system team to look at how the significant challenges that Cambridgeshire and Peterborough's health economy faces can be addressed.
- 3.4.2 The programme is a cross-system programme involving:
- Monitor
 - NHS England
 - Trust Development Authority
 - Cambridgeshire and Peterborough Clinical Commissioning Group
 - Cambridge University Hospitals NHS Foundation Trust
 - Peterborough and Stamford Hospitals NHS Foundation Trust
 - Hinchingsbrooke Health Care NHS Trust
 - Cambridgeshire and Peterborough NHS Foundation Trust
 - Cambridgeshire Community Services NHS Trust
 - Papworth Hospital NHS Foundation Trust
 - Cambridgeshire County Council
 - Peterborough City Council

3.5 Overall Programme

3.5.1 The Local Picture

- Our health system needs to change to be Fit for the Future
- Our clinical models could be more effective
- We have a growing and ageing population
- We have financial pressures that are the imperative for change
- We want to work with local people to design a local health system that is Fit for the Future
- We need a health and care system that is financially and clinically sustainable.

3.5.2 The National Picture

- The future shortfall in funding faced by the NHS in England is estimated to be at £30 billion by 2020/21
- NHS organisations are asked to produce a local health and care system 'Sustainability and Transformation Plan', which will cover the period October 2016 to March 2021, to provide a sustainable, transformed health service and improve the quality of care, wellbeing and NHS finances
- Transforming the health system in the best interests of patients is at the heart of the Fit for the Future NHS Sustainability and Transformation Programme
- NHS England's Five Year Forward View (October 2014) recognises that the world has changed and health services need to evolve to meet the challenges NHS face
- The Sustainability and Transformation Programme is looking at all hospital-based, GP, and community healthcare services in Cambridgeshire and Peterborough
- This is very much in line with NHS England's Five Year Forward View.

3.6 New Governance Structure – Workstream Programmes

3.6.1 Under the new governance structure, the programme of work in 2016/17 will focus on the following, with a Clinical Advisory Group to oversee all the work of the clinically led workstreams, as detailed below:

3.7 Clinical Advisory Group – Summary and Scope

- To recommend a sustainable clinical five year vision for health and care, including the transformation required to deliver it
- To recommend short-term opportunities to improve the effectiveness and efficiency of care, and medium-term options for service configuration (including primary, community, mental health, acute, specialised, and social care delivered in Cambridgeshire and Peterborough)
- To assure clinically a) consultation documentation b) a Cambridgeshire and Peterborough Mental Health strategy and c) a Five Year Sustainability and Transformation Plan.

3.8 Workstream: Proactive Care and Prevention (including long-term conditions, mental health, and primary care at scale) – Summary and Scope

- To develop the long-term vision for proactive community-based care (including the sustainability of primary care, mental health, social care and community services) and care for people with long term conditions
- To identify, quantify and deliver a set of short-term opportunities to reduce admissions amongst rising-risk long-term conditions and severe mental illness (SMI) patients, including the delivery of priority public health schemes that will have short-term (1-3 yr) and longer-term impact (5+ yrs)
- To propose localised delivery plan(s) for executing against the proactive care and long-term condition (LTC) care model over a three to five year period (covering self-

care, primary care, SMI, community pharmacy, wellbeing service, hospice care, population health management).

3.9 Workstream: Urgent and Emergency Vanguard (UEC) Programme – summary and scope

- To develop the long-term vision for sustainable urgent and emergency care that will reduce preventable A&E attendances and admissions by implementing physical and mental health services that implement the national urgent and emergency care vision (covering 111, ambulance, Mental Health crisis, Joint Emergency Team, Integrated Care Teams, neighbourhood teams, acute care, supporting IT platform/Directory of Services)
- To identify, quantify and deliver a set of short-term opportunities to improve the cost-effectiveness of urgent and emergency care
- To review options for urgent and emergency care, taking into account national standards, key clinical standards, and delivery of seven day services across all settings.

3.10 Workstream: Elective Care Design Programme (incl. specialty-specific sub-groups) – summary and scope

- To develop the long-term vision for elective care (including all cancer care), with further detailed specifications on a vision for elective pathways including orthopaedics, cardiology, Ear, Nose and Throat (ENT), and ophthalmology (including care models, standards and pathways)
- To identify, quantify, and deliver a set of short-term opportunities to improve the cost-effectiveness of elective care
- To review options for elective care, as well as detailed options for orthopaedics, cardiology, ENT, and ophthalmology.

3.11 Workstream: Maternity and Neonatal Clinical Working Group – summary and scope

- To develop the long-term vision for sustainable maternity and neonatal care, in line with the National Review's recommendations.

3.12 Workstream: Children and Young People Clinical Working Group – summary and scope

- To propose a care model and service specifications for acutely unwell children and young people, children and young people with LTCs, and children and young people with life-limiting conditions
- To identify, quantify, and deliver a set of short term opportunities to improve the cost-effectiveness of children and young people's services
- To review options for paediatric and children's health services in primary, secondary, and community, linking in to the joint commissioning strategy.

4. GOVERNANCE STRUCTURE

4.1 The new governance structure for the Sustainability and Transformation Programme is attached as Appendix A.

4.2 Stakeholders and the wider public will also be very much involved at all stages of the work, with a series of Public Involvement Assemblies (PIAs) to be held in March, to which we will invite stakeholders to participate in discussions about upcoming work and share their views. They will build on the existing work of the System Transformation Programme sessions held last year, allowing residents across Cambridgeshire and Peterborough to get involved in shaping local health services.

4.3 We are currently working on a detailed Communications and Engagement plan to reinforce

this work and take it forwards following the next round of PIAs.

5. BACKGROUND DOCUMENTS

- 5.1 NHS Shared Planning Guidance 2016/17 <https://www.england.nhs.uk/wp-content/uploads/2015/12/planning-guid-16-17-20-21.pdf>

6. APPENDICES

- 6.1 Appendix A - STP Governance Structure

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