

Briefing for stakeholders

November 2016

South Yorkshire and Bassetlaw Sustainability and Transformation Plan – an overview

Introduction

Ambitions for the future of health and care in South Yorkshire and Bassetlaw have been published in the region's Sustainability and Transformation Plan (STP).

Setting out the vision and priorities of the 25 NHS and local authority partners, the STP is the result of many months of discussions across the partnership, including with patient representative groups and the voluntary sector.

The strategic plan will now be shared widely, with views sought from staff, patients and the public on the high level thinking about the future of health and care services in the region. All feedback will be taken into account before any further work takes place.

The South Yorkshire and Bassetlaw STP is the local approach to delivering the national plan called the Five Year Forward View. Published in 2014, it sets 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 ambition

The goal of the STP is to enable everyone in South Yorkshire and Bassetlaw to have a great start in life, supporting them to stay healthy and to live longer.

The thinking starts with where people live, in their neighbourhoods, focusing on people staying well. Introducing new services, improving co-ordination between those that exist, supporting people who are most at risk and adapting the workforce so that people's needs are better met are also key elements.

Prevention is at its heart – from in the home to hospital care – supported by plans to invest in, reshape and strengthen primary and community services. At the same time, the partners agree that everyone should have improved access to high quality care in hospitals and specialist centres and that, no matter where people live, they get the same standards, experience and outcomes for their care and treatment.

All partners want to work together more closely to provide the care in the right place, at the right time and by the most appropriate staff. To do this they will develop innovative, integrated and accountable models of care and build on the work of the Working Together Partnership Acute Care Vanguard.

The STP is also about developing a networked approach to services across South Yorkshire and Bassetlaw to improve the quality and efficiency of services, in areas such as maternity services. It is also about simplifying the urgent and emergency care system so that it is more accessible.

It also focuses on other factors affecting health, including education, employment and housing, to not only improve the health, wellbeing and life chances of every person in the region but also to deliver a more financially sustainable health and care system for the future.

People's health is shaped by a whole range of factors – from lifestyle and family backgrounds to the physical, social and economic environment. At the same time, NHS services tend to focus on treating people who are unwell. Partners agree that they need to look at the connections between the £11 billion of public money that is spend in South Yorkshire and Bassetlaw and the £3.9 billion that is focused on health and social care.

The plan highlights the need to improve care for people, health and care services need to work more closely together, and in new ways. This will enable contribution to the region's economic growth, helping people to get and stay in work and as well as supporting their health and wellbeing, it will help to keep South Yorkshire and Bassetlaw economically vibrant and successful.

The case for change

There have been some big improvements in health and social care in South Yorkshire and Bassetlaw in the last 15 years. People with cancer and heart conditions are experiencing better care and living longer. There has also been improvement in mental health and primary care services. On the whole, people are more satisfied with their health and care services.

However, people's needs have changed, new treatments are emerging, the quality of care is variable, and preventable illness is widespread.

Quality, experience and outcomes vary and care is often disjointed from one service to another because our hospitals, care homes, general practices, community and other services don't always work as closely as they should. STP organisations have had some good Care Quality Commission feedback but there are areas for improvement.

In addition, there are some people in hospital beds who do not need to be there, many people go to A&E because they are unable to see their GP when they need to and there are growing waiting times for many services.

In some areas, there is a national shortage of clinical staff. Indeed, the STP is already consulting on proposed changes to hyper acute stroke services and some children's surgery in the region because such shortages are already having an impact locally.

Furthermore, there are high levels of deprivation, unhealthy lifestyles and too many people dying prematurely from preventable diseases and there are significant inequalities across the region.

There are also significant financial pressures on health and care services - with an estimated gap of £571 million in the next four years.

Working together

The plan is built on a history of strong relationships and being able to quickly develop a strong partnership, where all can see the opportunities and are motivated to deliver significant improvements for the 1.5 million population. It is about working together even better, and in new ways.

Partners will aim to achieve financial sustainability through planning and buying health care and support services together. At first, this will be across the priority areas but will increasingly be across all services.

The STP is based on the five 'places' within South Yorkshire and Bassetlaw – Barnsley, Bassetlaw, Doncaster, Rotherham and Sheffield.

Their plans are the foundation of what will be delivered in each area and they set out how the improvements from the new ways of working and prevention will be made. The place plans focus on aligning primary and community care, putting the greatest emphasis on helping people in their neighbourhoods and managing demand on services. They also hone in on improving health and wellbeing and the other factors that affect health, such as employment, housing, education and access to green spaces.

Work on place alone won't address the challenges, and so there are also eight priority areas of focus:

- Healthy lives, living well and prevention
- Primary and community care
- Mental health and learning disabilities
- Urgent and emergency care
- Elective and diagnostic services
- Children's and maternity services
- Cancer
- Spreading best practice and collaborating on support office functions

Taking decisions together

To successfully implement the plan and deliver the change that is required for South Yorkshire and Bassetlaw, the statutory organisations involved in health and social care have formally agreed to interim governance arrangements to enable them to start to work and take decisions together.

An Oversight and Assurance Group will provide oversight governance, a Collaborative Partnership Board (CPB) will set the vision, direction and strategy and an Executive Partnership Board will support the CPB and develop policy and make recommendations to the Board. Already in place are a Joint Committee of NHS Clinical Commissioning Groups (JCCCGS) and an NHS Provider Trust Federation Board.

All these will run in parallel with partners' governance and help make decisions. This interim arrangement will remain in place until April 2017 during which time a review will take place to establish the right governance.

The members of these groups come from all statutory South Yorkshire and Bassetlaw health and social care organisations plus national bodies as appropriate (NHS England, NHS Improvement, Health Education England and others), as well as other providers and representatives from primary care, the voluntary sector and patients, including Healthwatch.

A key principle of the governance arrangements is that local commissioning will remain a local responsibility. The JCCCG will only take precedent over local decisions where it agrees that it would be more efficient and effective for decisions to be made at a South Yorkshire and Bassetlaw level.

Rethinking and reshaping health and care

In rethinking and shaping how we currently work, we want to focus on:

- Putting prevention at the heart of what we do
- Reshaping primary and community based care
- Standardising hospital services

We want to radically upgrade prevention and self-care, to help people to manage their health and look after themselves and each other. This will require improvements in how health and care services connect with people to help them stay well and also in how illness is detected and diagnosed.

Investment in health at community levels will be transformed. Focusing more on helping people where they live will also have an impact on people's employment and employability. Through the transformation of community based care and support, improve primary care services will be improved, with GPs coming together at the forefront of new ways of working. Through wider GP collaborations, it will be possible to introduce new services, improve co-ordination between those that exist, support people who are most at risk and adapt the workforce to better meet people's health and care needs.

At the same time, everyone should have better access to high quality care in specialist centres and units and, no matter where people live, they get the same standards, experience, and outcomes for their care and treatment. We will do this by standardising hospital care and developing a networked approach to services.

We also think that spreading best practice and collaborating on support office functions, such as our estates, procurement and pharmacy management, will enable us to meet the challenges. Technology and digital integration will also play a major role in helping shape the future of health and care services.

Developing and supporting our staff is the only way we will achieve these ambitions. We need the right people, with the right skills in the right place and the right time – whether this is in general practice, the community and neighbourhoods or in hospitals.

We will need to rethink and reshape our workforce, developing ways of working that help people live healthy lives in their homes and communities and supporting GPs to be as effective as possible.

We envisage a flexible workforce that comes together to offer people the best and most appropriate care.

Finance

We currently invest £3.9 billion on health and social care for the 1.5 million population of South Yorkshire and Bassetlaw. This includes hospital services, mental health, GP services, specialist services and prescribed drugs, as well as public health and social care services.

After taking into account the resources that are likely to be available and the likely demand for health and social care services over the next four years, we estimate that there will be a financial shortfall of £571 million by 2020/21.

If we do nothing to address this, £464 million will be the health service gap, while £107 million will be the social care and public health gap. If we are to achieve our ambitions, we need the £3.9 billion investment to work differently.

Our high level planning assumes a significant reduction in demand for hospital services and potential changes to services which, if fully developed into cases for change, would require public consultation.

Early implementation

We are already progressing a number of priorities, led by NHS Commissioners Working Together and the NHS Providers' Working Together Partnership Vanguard. We agree we want to take these forward using the governance we have put in place.

The areas are:

- Spreading best practice and collaboration on support office functions
- Children's surgery and anaesthesia
- Hyper acute stroke services
- Acute gastrointestinal bleeds
- Radiology
- Smaller medical and surgical specialties

Priorities in 2017/18

At the same time, we will focus on the following in the coming year from our priority list:

- Take the thinking further in our priority areas, involving staff and the public in discussions
- Improve cancer care, including chemotherapy and pancreatic cancer services and working as part of an alliance across our region and North Derbyshire
- Develop specialised services, such as vascular, children's, orthopaedics, neonatal and mental health services
- Finance, such as how we can be more flexible and accountable with our budget and getting the most out of our spend
- Governance, moving from the interim to longer term arrangements

Listening to our staff and local communities

Between December 2016 and March 2017, we will connect and talk with the staff in each of our partner organisations and local communities about the plan. We will also be working with Healthwatch and our voluntary sector partners to ensure we connect with all groups and communities.

We will take account of all views and feed these back into our plans.

Who is involved?

There is a strong community of stakeholders, including more than 10,000 voluntary sector organisations, 208 GP practices, five local authorities, five clinical commissioning groups, five acute hospitals, two of which are integrated with their community services, two associate acute hospital trusts, four mental health providers, five Healthwatch organisations and two ambulance services. We are also working closely with our STP associate partners in North Derbyshire and Mid-Yorkshire. We employ 74,000 staff across health and social care and administer £3.9bn public funds each year.

A full list of partners can be found at: www.smybndccgs.nhs.uk

How has the STP been developed?

Over the last few months, we've been working with patient groups, the voluntary sector, hospitals, GPs, local councils, commissioners of services and the universities to discuss what needs to happen in South Yorkshire and Bassetlaw.

Each of the five 'places' in South Yorkshire and Bassetlaw. Barnsley, Bassetlaw, Doncaster, Rotherham and Sheffield have been leading discussions on local plans. They form the foundation of the STP and focus on aligning primary and community care, putting the greatest emphasis on helping people in their neighbourhoods and managing demand on services. They also hone in on improving health and wellbeing and the other factors that affect health, such as employment, housing, education and access to green spaces.

Why didn't I know about the STP before? / Have you involved patients and the public?

Patients and the public have been involved in local discussions in each of the five areas in South Yorkshire and Bassetlaw. Barnsley, Bassetlaw, Doncaster, Rotherham and Sheffield CCGs have all been having conversations on their plans and invited groups and individuals along to them.

The discussions so far have informed the high level thinking at both local levels and at the South Yorkshire and Bassetlaw level.

In the coming months, there will be wider conversations with staff and the public about getting involved in shaping what happens next across the NHS in South Yorkshire and Bassetlaw.

All opportunities to help shape future work will be widely publicised and shared on www.smybndccgs.nhs.uk – you can also contact the STP programme management team at hellworkingtogether@nhs.net