


Agenda Item 6

		THE HEALTH SCRUTINY COMMITTEE FOR LINCOLNSHIRE	
Boston Borough Council	East Lindsey District Council	City of Lincoln Council	Lincolnshire County Council
North Kesteven District Council	South Holland District Council	South Kesteven District Council	West Lindsey District Council

Open Report on behalf of Richard Wills, the Director Responsible for Democratic Services

Report to	Health Scrutiny Committee for Lincolnshire
Date:	21 December 2016
Subject:	Lincolnshire Sustainability and Transformation Plan

Summary:

Each local NHS area is required to prepare a Sustainability and Transformation Plan (STP). On 7 December 2016, the Lincolnshire STP was published, together with a public summary document. The STP is not a consultation document, but a strategy document, from which formal public consultations will be derived. Formal public consultations are expected to take place from May 2017 onwards.

The public summary document of the Lincolnshire STP is attached at Appendix A to this report. The full Lincolnshire STP is available online at the following link:

<http://lincolnshirehealthandcare.org/en/stp/>

The purpose of this item is for the Committee to give initial consideration to the contents of the STP, and to consider how the Committee will make its response as part of the engagement phase of the STP. This could include the possibility of holding a special meeting of the Health Scrutiny Committee in January 2017.

The following will be attending the meeting to present the STP and respond to questions from the Committee:

- Andrew Morgan, Chief Executive, Lincolnshire Community Health Services NHS Trust
- Gary James, Accountable Officer, Lincolnshire East Clinical Commissioning Group
- Sarah Furley, Programme Director, Lincolnshire Sustainability and Transformation Plan.

Actions Required:

- (1) To give initial consideration to the Lincolnshire Sustainability and Transformation Plan (STP).
- (2) In the light of the fact that the STP is not a consultation document, to determine whether to provide a formal statement on the Lincolnshire STP, in advance of the formal public consultation, which is expected from May 2017 onwards.
- (3) If the Committee determines to provide a formal statement on the Lincolnshire STP in advance of the formal public consultation, to consider how it wishes to do so, including the possibility of holding a special meeting of the Committee during January 2017.

1. Background

Requirement for a Sustainability and Transformation Plan

On 22 December 2015, *Delivering the Forward View: NHS Planning Guidance 2016/17 – 2020/21* was published by several national NHS organisations, including NHS England and NHS Improvement, who are the main regulators for health care. A key requirement in this guidance was that each local NHS area would prepare a Sustainability and Transformation Plan (STP). The aim of the STP process was to see how, by working together, health and care organisations could improve the health and well-being of their resident population and increase the clinical and financial sustainability of local health and social care services. In addition, each STP was required to provide evidence of how it would contribute to the delivery of the *NHS Five Year Forward View*, which sets out the national direction for health and care in the country.

As a first step in January 2016, 44 local STP 'footprints' were developed. The Lincolnshire STP covers the Lincolnshire East, Lincolnshire West, South Lincolnshire and South West Lincolnshire Clinical Commissioning Group areas. It does not include North Lincolnshire or North East Lincolnshire Clinical Commissioning Group areas, which is covered by the Coast, Humber and Vale STP.

Draft STPs were submitted in June and September 2016 and an updated plan, following feedback from these submissions, was submitted on 21 October 2016, for further review by NHS Improvement and NHS England.

Developing the Lincolnshire STP

Considerable progress has been made this year to develop the Lincolnshire STP, building on the work which was already underway in the county to come up with a new model for health and care through the Lincolnshire Health and Care Programme (LHAC). Through the LHAC programme, Lincolnshire's clinical leaders have worked to identify the main challenges faced by the health and care system for Lincolnshire, and potential solutions. In developing the STP, short term opportunities to improve

cost effectiveness of services were also explored, as well as options to create a sustainable Lincolnshire care model for 2020 and beyond.

In addition, there has been discussion and input from Lincolnshire County Council officers, in particular around how health and social care services can be better joined up; and how services in the community, which prevent ill health, can be improved. Other key organisations have also fed into the development of the Plan like the East Midlands Ambulance Service NHS Trust, key health providers outside Lincolnshire, Lincolnshire GPs and pharmacies and local organisations from the public, private and voluntary sector that provide relevant services that support wellbeing in the community. Healthwatch Lincolnshire participate on the stakeholder board.

The work to develop the STP has been led by Lincolnshire's seven health organisations which are:

- Lincolnshire West Clinical Commissioning Group
- Lincolnshire East Clinical Commissioning Group
- South West Lincolnshire Clinical Commissioning Group
- South Lincolnshire Clinical Commissioning Group
- United Lincolnshire Hospitals NHS Trust
- Lincolnshire Community Health Services NHS Trust
- Lincolnshire Partnership NHS Foundation Trust

Lincolnshire Health and Care and Its Relationship to the STP

The Lincolnshire Health and Care (LHAC) programme was launched in 2013 as result of organisations in Lincolnshire recognising current services did not adequately meet the needs of residents. Due to growing demands and financial pressures it became clear that doing nothing about the issue was simply not an option. Because of this, all the health and social care organisations collaborated for the very first time to attempt to tackle the problems and to design a new model for health and care in Lincolnshire enabling people to access the right services at the right time now and in the future.

The primary focus of the LHAC programme has been clinical quality and safety, ensuring resources are deployed as effectively as possible to deliver services which people want and need and which are sustainable for future generations. Resources are staff, money and our NHS buildings.

The LHAC programme was about to go to public consultation at the end of 2015, but the announcement of the STP process delayed this. It was agreed that the LHAC work would become the clinical work stream of the STP programme. The LHAC emerging model of joined up care, closer to home is the foundation for how STP partners see clinical services developing in the county and is aligned to the national Five Year Forward View for the NHS. However, the scope of the STP is broader. It covers things like productivity and operational efficiencies ranging from how services are procured to how estates are best used, the development of the workforce and technology innovation.

Publication of the STP

The Lincolnshire STP was published on 12 December 2016, together with a public summary document, which is attached at Appendix A to this report. The full STP document is available at the following link: -

<http://lincolnshirehealthandcare.org/en/stp/>

The STP is not a consultation document, but a strategy document, from which formal public consultations will be derived. Formal public consultations are expected to take place from May 2017 onwards.

Lincolnshire STP Vision

Lincolnshire's STP is based on a simple vision – to achieve really good health for the people of Lincolnshire with support from an excellent and accessible health and care service delivered within our financial allocation. The vision for the STP was published in August 2016. The vision includes the key priorities for the STP, which are:

- Spend more money on keeping people well and healthy
- Support people to take more responsibility for their care and increase the number of people who use personal health budgets for their health and care
- Reduce the number of people needing to be admitted to hospital and instead provide care in the community through joined up neighbourhood care teams
- Have a network of small community hospital facilities and urgent care centres to work with neighbourhood teams
- Have a small number of specialised mental health inpatient facilities to provide support to neighbourhood care teams and community hospitals
- Have a smaller acute hospital sector providing emergency and planned care with specialist services for things like heart attacks and strokes and maternity and children's services
- Have a consistent approach for which patients can be referred for treatment to hospital, based on evidence of what has the best results for patients
- Improve the effectiveness and safety of services so patients have a better experience and we meet all national standards for care

LHAC Case for Change Document

In June 2016, the *LHAC Case for Change* document was published, which was circulated to members of the Health Scrutiny Committee. This document set out the reasons why services need to change in Lincolnshire and was developed following extensive engagement and discussion with staff and public and analysis of the evidence for how services currently operate in the county. The findings are stark. It is clear that services are not always delivered that meet national standards for safety and quality. The view from the public was mixed – while many reported good quality care from excellent and compassionate staff this was not a consistent picture. Time and again, people mentioned the difficulty in getting appointments, the long waits for referrals and how disjointed services often are for people with multiple needs. There

were also reports of poor quality care and poor patient experience with an overstretched workforce struggling to meet the rising demand for care.

The age and health profile of services and the increasing cost of care is making the way services currently operate unsustainable for the future. Lincolnshire cannot get the staff to enable all its services to remain viable – there are several hundred vacancies for both general and specialist staff and this means our workforce is overstretched. Lincolnshire also relies on temporary or agency staff which is very costly and reduces the quality of care delivered to patients. There is considerable duplication between different organisations and agencies in the county which is both wasteful and disjointed, with poor communication and often duplication and inefficiency. This year alone £60m more was spent on health services than the amount received in funding.

The Next Steps and Actions by the Committee

The STP is not a consultation document. It has been emphasised that it is a dynamic strategy document, and there is a strong commitment to listening to and reflecting on all comment and feedback received on the STP's content. The next steps in the STP process are outlined on page 24 of the public summary document in Appendix A (and detailed on page 114 of the full STP). It should be stressed that full public consultation on service changes is due to begin in May 2017.

Page 82 of the full STP document provides further details on service reconfiguration arrangements, and a schedule of service redesign options is set out on pages 83 and 84 of the full STP. It is stated on page 84 that formal public consultation will begin in May 2017.

Statements and feedback on the Lincolnshire STP are welcome at any time and would be considered by the System Executive Team. Prior to May 2017, the Committee may determine to make a formal statement on the STP, in advance of the formal public consultation. If the Committee chooses to make a response at this stage, it would still be in a position to exercise its statutory functions and make a response to the formal public consultation during the summer of 2017.

If the Committee chooses to make a statement on the Lincolnshire STP in advance of formal public consultation, it will need to consider how it will do this and by what date. A potential option may be a special meeting during January.

Engagement – National Guidance

On 15 September 2016, *Engaging Local People - A Guide for Local Areas Developing Sustainability and Transformation Plans* was published by NHS England, NHS Improvement and four other national NHS organisations. This guidance stated that STPs should include engagement plans for both ongoing dialogue with stakeholders and for any formal public consultations required for major service changes. Copies of the guidance were circulated to members of the Committee.

2. Conclusion

The Health Scrutiny Committee for Lincolnshire is invited to give initial consideration to the Lincolnshire Sustainability and Transformation Plan (STP). In the light of the fact that the STP is not a consultation document, the Committee is requested to determine whether it wishes to provide a formal statement on the Lincolnshire STP, in advance of the formal public consultation, which is expected from May 2017 onwards.

3. Consultation

The STP is not a consultation document. Formal public consultations are expected from May 2017 onwards. As an initial step the Committee is invited to consider if it wishes to make a statement on the Lincolnshire STP, in advance of the formal public consultation. It is understood that all formal responses received will be considered by the Lincolnshire System Executive Team.

Page 24 of the STP Summary Document (Appendix A) states that a full public consultation is expected in 2017 on proposals covering urgent and emergency care and maternity and children's care in particular, but more work is needed to finalise the options before formal consultation. There is a commitment to listen to all contributions and use these contributions to influence the decisions made.

Page 82 of the full STP provides further details on service reconfiguration arrangements, and a schedule of service redesign options is set out on pages 83 and 84 of the full STP. It is stated on page 84 that formal public consultation will begin in May 2017.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Lincolnshire Sustainability and Transformation Plan – Public Summary Document

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Simon Evans, who can be contacted on 01522 553607 or simon.evans@lincolnshire.gov.uk