

LINCOLNSHIRE HEALTH AND WELLBEING BOARD

Open Report on behalf of
the Lincolnshire Sustainability and Transformation Partnership

Report to	Lincolnshire Health and Wellbeing Board
Date:	5 December 2017
Subject:	Sustainability and Transformation Partnership (STP) Update

Summary:

This report provides information on the progress since the last report to the Health and Wellbeing Board in September 2017.

Actions Required:

To note the progress in the last 3 months.

1. Background

1.1 Context

Following several years of work on the Lincolnshire Health and Care (LHAC) programme and the subsequent development of the Sustainability and Transformation Plans (STPs) as a national requirement, the Lincolnshire STP (one of 44 in England) was published in December 2016. Put simply, it is a plan of actions to address the significant challenges we face, and to ensure that a safe and sustainable NHS is secured for the future.

1.2 Seven Key priorities

Lincolnshire has been working on seven key priorities since April 2017. Since the last update to the Board in September 2017, the following progress has been made;

1.2.1 Mental Health

- The psychiatric intensive care unit opened in July 2017, enabling male patients with the most intensive mental health needs to be cared for locally without the need to travel out of the county, this unit is now fully operational. There has been a reduction in out of area treatments meaning that a number of patients have been cared for in the county who would otherwise have had to leave Lincolnshire for their care.
- Other initiatives that aim to increase the number of people being cared for closer to home either within a Lincolnshire bedded service or at home are as follows;
 - Psychiatric Clinical Decisions Unit - All staff recruited and service to be fully operational by 2 January 2018.
 - Enhancement of Crisis Resolution and Home Treatment teams – Partial recruitment of staff but on track to be fully recruited with the service to be fully operational by 30 January 2018
 - Expansion of Bed Managers Team - All staff recruited and service to be fully operational by 2 January 2018.

1.2.2 Neighbourhood Teams

Since September 2018, work to develop the next 6 Neighbourhood Teams has gathered pace:

- Gainsborough – continues to develop with an increasing number of people and groups now part of the Neighbourhood Team, including local care homes and community pharmacists.
- The five new sites are becoming established with both Boston and Stamford holding local stakeholder events and all have clear implementation plans in place.
- A recruitment process is underway to identify Operational Lead posts for the neighbourhood areas with these key individuals being identified by the middle of December.
- Work is also moving forward with Public Health colleagues to develop Health Needs profiles for each area to support their more detailed planning of services.

1.2.3 Implementation of GP Forward View

The STP has now appointed a senior programme manager to work alongside clinicians and drive this critical area of work forward. The key focus is:

- Applying for the next wave of International GP Recruitment. Lincolnshire has successfully led the way with this initiative with 26 new GPs in place and the opportunity to appoint a further 39 during 2018.
- Workforce planning – a detailed Workforce Plan has now been completed which identifies the work needed to ensure a robust workforce for General Practice over the next 5 years.
- Supporting the roll out of 7 day access to Primary Care.

1.2.4 Service Reconfiguration

This priority is about the potential reconfiguration of a small number of vitally important services to support the delivery of high quality care and ensure sustainability into the future.

Since the last update to the Board, the Health Scrutiny Committee reviewed the Learning Disabilities consultation document and plan on 11th October. The Committee felt that the

engagement concerning the permanent closure of Long Leys Court should be targeted to people with learning disabilities, their carers and their families. As a result of that recommendation, an engagement plan will be finalised at the Learning Disabilities Partnership Board on the 21st November.

Other service reconfiguration work continues; the services being considered are hyper acute stroke services, breast care services, Grantham A&E services and women and children services. Public Consultation for these remaining four acute care services will be next year, with a number of key gateways still to be completed.

1.2.5 Urgent and Emergency Care Transformation

The main focus of the work continues to be the recovery of the A&E 4 hour standard.

- The Urgent Care Streaming Service has now successfully commenced at both Pilgrim Hospital and Lincoln County.
- The work to establish Urgent Treatment Centres within Lincolnshire is being included in the Urgent Care Strategy and the location for the centres will be agreed by March 2018 as required by NHS England in line with the National standards now published.
- Work is on-going to enable all Lincolnshire Care Homes direct access to the Clinical Assessment Service (CAS). Although at an early stage, feedback so far is positive with the CAS being able to support all the calls received to date without the patient needing to go to hospital. Currently 25 care homes use the service, with the aim being for 80 care homes to be using the service by Christmas 2017.

1.2.6 Operational Efficiencies

This new workstream has now established regular liaison within the local community as well as governance mechanisms for overseeing the programmes of work across both the providers and commissioners. A number of projects within the five broad areas of the portfolio have reached implementation stage over the last three months since the last update to the Board. The main themes are highlighted as follows:

- Prescribing & Pharmacy – continuing to progress well, with five current active projects and several more identified for implementation in the new financial year.
- Estates rationalisation – dialogue established across the estates leads, including One Public Estate programme. A project brief for a review of the use of non-clinical space within the county has also been prepared and agreed and work is about to commence following a procurement process for the delivery partner.
- Back Office efficiency – arrangements are progressing well to oversee the development of shared services across the local NHS, along with the underpinning principles. In the meantime, plans to work more collaboratively have been developed for two functions across the providers (in estates and ICT services). More detailed business cases are now in development with a view to subsequent implementation in the new financial year, subject to review and approval.
- Procurement – the providers are now working together on a number of procurement initiatives with a collective effort in addressing the local elements of the national NHS procurement transformation programme. Furthermore, both providers and commissioners have now agreed to a collective approach to the commissioning of pathology services across the county, and this is progressing well.
- Workforce – a number of collective discussions have been arranged, together with greater co-ordination of various data streams, to start developing how the workforce

plans are finalised (including the operational efficiency elements) as part of the forthcoming round of business planning. This area of work still requires more focus and steps are in hand to continue to progress it.

1.2.7 Planned Care

This programme is as follows;

- Transformation of MSK services across Lincolnshire – this work continues with two trips planned to visit other areas of the Country who have already undertaken transformational improvements to their MSK services. This will assist clinicians and managers to finalise the service model for Lincolnshire.
- Reduced demand and referral to secondary care – this includes 4 projects; Referral Management Service (RMS), Peer to Peer Review (GP to GP), Advice and Guidance (GP to Consultant) and Prior Approval.

Work has progressed in all areas and the focus is currently on establishing 'Advice and Guidance' with ULHT. This will enable GPs to access a wide range of support from hospital colleagues without the need for making a formal referral for patients. This is working well now for cardiology referrals and being planned for ENT referrals by the end of November and one further specialty before Christmas.

- 100 day improvement programme – Lincolnshire has successfully bid to NHSE to become "Wave 2" of the national Elective Care Transformation Programme that supports health economies to implement innovative interventions, i.e. the 100 day improvement plans. Despite a delay at national level, the local launch of this programme is set for 13 December with work starting early in the New Year.

2. Conclusion

There is much to be proud of in the NHS in Lincolnshire. There is a strong dedication and commitment to patient care and improving the health of our population from NHS staff and GP practices across the county, and many of our patient services rate very highly.

Good progress continues to be made in delivering the STP in Lincolnshire. We are still at a relatively early implementation stage being eighteen months into a five year programme.

3. Consultation

Public Consultation for service reconfiguration will take place next year.

4. Appendices

Not applicable.

5. Background Papers

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

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