

HEALTH AND WELLBEING BOARD

2 FEBRUARY 2017

SUSTAINABILITY AND TRANSFORMATION PLAN – TRANSFORMING HEALTH AND SOCIAL CARE IN KENT AND MEDWAY

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Summary

The draft Kent and Medway Health and Social Care Sustainability and Transformation Plan (STP) was publically published on 23 November 2016. This report brings the draft plan to the Board for information. Work is ongoing regarding the STP programme and a more detailed case for change will be published for public consultation in 2017.

1. Budget and Policy Framework

- 1.1 The Sustainability and Transformation Plan (STP) outlines the intention of the Kent and Medway health and care system to deliver an integrated health and social care model that focuses on delivering high quality, outcome focused, person centred, coordinated care that is easy to access and enables people to stay well and live independently and for as long as possible in their home setting. This works within the Council's policy and budget framework, particularly the priority for local residents to have the best start in life and maintain their independence and live healthy lives.
- 1.2 The plan proposes key service change over the next five years to achieve the right care for people for decades to come as well as helping us to contribute to the delivery of the NHS Five Year Forward View, which sets out the national vision for health and social care.
- 1.3 The proposals within the STP align well with the strategic objectives identified within Medway Council's Adult Social Care Strategy: "Getting Better Together".

2. Background

- 2.1 In December 2015, the NHS shared planning guidance 2016/2017 – 2020/2021. This aims to ensure that health and care services are tailored to their local populations. In order to achieve this, the Kent and Medway health and care system was requested to produce a multi-year Sustainability and Transformation Plan, showing how local services will evolve and become sustainable over the next five years, with a view to delivering the Five Year Forward View vision of better health, better patient care and improved NHS efficiency.

- 2.2 To deliver a plan which addresses the needs of the Medway population, health and care organisations formed a Kent and Medway STP 'footprint' alongside 43 other systems nationwide in January 2016. The bodies within these geographic footprints have worked together to develop STPs which will help drive genuine and sustainable transformation in patient experience and health outcomes of the longer-term.
- 2.3 During 2016, the Kent and Medway STP has moved from a fragmented and unsustainable programme to one which has a truly transformational ambition, engaging health and social care leaders from across the footprint, with robust governance oversight, including senior member representation from both local authorities.
- 2.4 The Council is currently being represented by senior colleagues to support governance and delivery including: the Portfolio Holder for Adult Services, the Chief Executive and the Interim Director of Children and Adult Services are on the Programme Board; the Interim Director of Children and Adult Services is on the Management Board; the Chief Finance Officer is on the Finance Group; the Interim Director of Public Health, the Interim Deputy Director of Children and Adult Services and the Interim Assistant Director Adult Social Care are on the Clinical Board.
- 2.5 An update on the STP was presented to the Health and Adult Social Care Overview and Scrutiny Committee on 15 December 2016. The minutes of this discussion are attached as Appendix 3 of this report.

3. Advice and analysis

- 3.1 The STP will transform the health and care system in Kent and Medway to deliver proactive care and ensure that support is focused on improving and promoting health and wellbeing, rather than care and support that is solely reactive to ill health and disease.
- 3.2 The footprint brings together organisations including eight CCGs, seven NHS providers and two local authorities, who are all joining together to transform health and care in Kent and Medway.
- 3.3 Core to the model is the philosophy of health and care services working together to promote and support independence.
- 3.4 The first priority is developing "Local Care", building on local innovative approaches that are delivering new models of care. This brings primary care, social care and community health services together within community based integrated hubs.
- 3.5 The STP is also committed to a Kent and Medway-wide strategy for Hospital Care, which will both ensure provision of high-quality specialist services at scale and also consider opportunities to optimize our service and estate footprint as the landscape of care provision becomes more local.

4. Risk management

4.1 As a result of the draft STP, the following risks have been identified:

Risk	Description	Action to avoid or mitigate risk	Risk rating
Workforce	Inability to recruit a workforce with appropriate skill mix and competence.	Improved skill mix, and attractive work conditions.	D2
Money	Improved efficiency in the NHS leads to cost pressures within adult social care services.	With integrated model, retention of ring fenced funding for adult social care to retain effective financial controls.	C1
Quality	A move away from more traditional approaches to delivery of health and care is perceived to have reduced quality.	A robust performance monitoring system to ensure contractual obligations and service delivery KPIs are being met by providers.	D1

5. Consultation

- 5.1 The STP will bring about a profound shift in where and how we deliver care. Our draft plan builds on conversations held with local people over several years about the care they want and need, and has the patient at its heart.
- 5.2 The Kent and Medway STP Programme Board has been clear about the importance of effective engagement and has included democratically elected representatives throughout the process. This includes Cabinet Portfolio Holder representation on the Programme Board along with on-going engagement with Health and Wellbeing Boards and Overview and Scrutiny Committees. Events and all member briefings are also being planned.
- 5.3 A Clinical Board, which includes local GPs, hospital doctors and senior social care practitioners, is overseeing development of the plans for prevention, local care, hospital care and mental health. They will ensure that these plans are underpinned by professionals' knowledge and expertise.
- 5.4 Formal groups will be established, including a Partnership Board and a Patient and Public Advisory Group, to test and discuss the programme with officers.
- 5.5 As a result of these discussions, a more detailed case for change will be produced in early 2017. This will include a timetable for engaging with the public and other stakeholder in Kent and Medway in 2017.

5.6 An online survey was undertaken at the end of last to encourage members of the public to help shape ideas and plans.

6. Financial implications

6.1 There are currently no financial implications as a result of this report. Further implications of ongoing work will be updated when appropriate.

7. Legal implications

7.1 As per section 195 of the Health and Social Care Act 2012, it is a duty of the local authority to encourage persons who arrange for the provision of any health or social care services, to work in an integrated manner for the purpose of advancing the health and wellbeing of the people in Medway. Supporting the development of a Sustainability and Transformation Plan is therefore within the remit of the Health and Wellbeing Board to consider and discuss. However, should there be a requirement within the Plan for any commitment to the use of Council resources or action by Medway Council, decisions to that effect would need to be taken by either the Council, the Leader and Cabinet or the relevant Director (under delegated authority).

8. Recommendations

8.1 It is requested that the Board notes the draft Kent and Medway Health and Social Care Sustainability and Transformation Plan, the progress made to date and that the Board comments on the Plan.

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Appendices

Appendix 1 – Transforming Health and Social Care in Kent and Medway - Sustainability and Transformation Plan

Appendix 2 - Transforming Health and Social Care in Kent and Medway

Appendix 3 - Minutes of STP update considered by Health and Adult Social Care Overview and Scrutiny Committee on 15 December 2016

Background papers

[Council Plan – 2016/17 – 2020/21](#)

[NHS Five Year Forward View](#)

[“Getting Better Together” – Medway Adult Social Care Strategy](#)