

HEALTH AND WELLBEING BOARD

25 APRIL 2017

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

Report from: Ian Sutherland, Director of Children and Adult Services

Author: Jon Pitt, Democratic Services Officer

Summary:

The draft Kent and Medway Health and Social Care Sustainability and Transformation Plan (STP) was published on 23 November 2016. This report updates the Board on the progress made since the last update presented in February 2017.

The presentation to the Board will focus on the 'Our Case for Change' document published on 24 March 2017 and the emerging service model, particularly proposals in relation to local care.

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 aimed 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 Board last received an update on the STP at the December 2016 meeting. It was agreed at that meeting that the next update would present the Case for Change.
- 2.5 'Our Case for Change' (Appendix 1) sets out why services need to change to meet the needs of local people. It sets out key challenges and is the basis for the ambition to make improvements across Kent and Medway in order to ensure that resources are targeted towards meeting these challenges in the coming years.
- 2.6 The case for change shows that every day 1,000 people (about 1 in 3 people in hospital at any one time) in Kent and Medway are stuck in hospital beds when they could get the health and social care support they need out of hospital if the right services were available. Doctors and social care leaders say this, along with eight other key challenges, are the drivers for new plans being developed that will see more care provided outside of hospitals and NHS and social care services working in a joined-up way. They are calling for local people to get involved in helping shape these plans for the future of NHS and social care services in Kent and Medway.
- 2.7 The presentation to Board will also include details of the emerging service model, particularly proposals in relation to local care (Appendix 2).

3. Risk management

3.1 The following risks were identified following publication of the draft STP.

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

4. Consultation

4.1 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.

4.2 At the February 2017 meeting, the Board was informed that further engagement and consultation would take place and that a programme would be finalised by the end of April.

4.3 It was also suggested at the February meeting that the Council could support the engagement process, particularly with regard to hard to reach groups.

5. Financial implications

5.1 Although there are no financial implications as a direct result of this report, there may be financial implications that will arise through the implementation of this programme of work and the Board will be updated on these as and when they become known.

6. Legal implications

- 6.1 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 Committee as well as for Health and Wellbeing Boards 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).

7. Recommendations

- 7.1 It is requested that the Board notes the update provided on the Kent and Medway Health and Social Care Sustainability and Transformation Plan and comments on the Case for Change document and the emerging service plans.

Lead officer contact

Ian Sutherland, Director of Children and Adult Services
Telephone: 01634 331011 E-mail: ian.sutherland@medway.gov.uk

Appendices

- Appendix 1 – Our Case for Change
- Appendix 2 – STP Presentation
- Appendix 3 – Kent and Medway Sustainability and Transformation Plan draft document

Background papers

[Council Plan – 2016/17 – 2020/21](#)
[NHS Five Year Forward View](#)
[“Getting Better Together” – Medway Adult Social Care Strategy](#)