



**Meeting:** Policy Development and Decision Group    **Date:** 28 June 2017

**Wards Affected:** All Wards

**Report Title:** Sustainability and Transformation Plan (STP)

**Is the decision a key decision?** No

**When does the decision need to be implemented?** ASAP

**Executive Lead Contact Details:** Councillor Julien Parrott, Executive Lead for Adults and Children, julien.parrott@torbay.gov.uk

**Supporting Officer Contact Details:** Caroline Taylor, Director of Adult Social Services, 01803 207336, caroline.taylor@torbay.gov.uk

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## 1. Briefing

The first year of the STP has seen the NHS and upper tier Local Authorities working collaboratively together across the whole of Devon.

Working together on a single plan will ensure the long term clinical/Social and financial sustainability of our services for those who live across Devon.

Twelve organisations across Devon signed a Memorandum of Understanding in March 2017, which signaled their ambition to work closely together\*. They include:

- Northern, Eastern and Western Devon CCG
- South Devon and Torbay CCG
- Devon County Council
- Plymouth City Council
- Torbay Council
- Plymouth Hospitals NHS Trust
- Royal Devon and Exeter NHS Foundation Trust
- Northern Devon Healthcare NHS Trust
- Torbay and South Devon NHS Foundation Trust
- Devon Partnership NHS Trust
- South Western Ambulance Service NHS Foundation Trust
- Livewell Southwest CIC

\*NHS England and NHS Improvement also signed the memorandum as regulators

The STP is a comprehensive five-year plan to transform health and care services for local people so they are fit for the future. Devon's plan is one of 44 across England. These plans address how local services will evolve and become

sustainable over the next five years. Specifically the STP will help us cater for an ageing population in Devon, meet the growing demands on health and care services, and help us deliver services within the budget we have available.

The STP has seven priority areas:

1. **Prevention and promoting health:** we want people and communities to be able to take a more active role in their general health and wellbeing, to prevent ill health as independent as possible.
2. **Integrated care models (ICM):** we want to reduce reliance on hospital beds and help people to live healthy independent lives for longer, closer to where they live. Care needs to be less fragmented and more joined-up so that it is safer and more efficient.
3. **Primary care:** we want to establish a consistent, high-quality and sustainable model of primary care (GPs) integrated in future service models
4. **Mental health and learning disabilities:** we want to make sure that mental and physical health services are joined-up and meet people's needs. We want to ensure people with learning disabilities can have independent lives with the right level of support for individuals.
5. **Children and families:** we want children and young people to be able to access the services they need, as close to home as possible. Services will be more joined-up so that we can better support families and also ensure that children achieve the best outcomes.
6. **Acute hospital and specialist services:** we want to make sure that acute hospital services in Devon are safe, high-quality, effective and affordable.
7. **Productivity:** we want to improve efficiency across all organisations, so we make the best use of resources.

#### Progress achieved in the first year of the STP (2016/17)

Good progress has been made by the NHS and social care working as a system in Devon during the past year.

Specific highlights include:

- Major focus on moving towards NHS financial balance for the system. By the end of the 2016/17 financial year, the overall plan was exceeded, with an improved year-end system NHS deficit of £80 million for the geographic area of Devon.
- Improvements to NHS service performance, notably around urgent referrals for cancer treatment within two-weeks, psychological therapies for mental health, and improvements to the A&E position despite huge pressures.
- A reduction in elective activity and changes in bed-based care. By the end of March 2017, 82 acute beds with further reductions planned in the first quarter of 2017/18 enabled by new models of care. Elective activity reduced by £1.2 million which is part of a planned change in resourcing.
- In NEW Devon, routine referrals were reduced by 3.4%. The Devon STP is the only STP area in the NHS England South Region to demonstrate a reduction in activity during 2016/17 which will maintain good outcomes for communities but reduce resource pressures.
- Two major public consultations to bring in a new model of care. The new model focuses on providing more care in people's homes, and less in community hospital settings.

## Plans for 2017/18

The challenges for this financial year are huge and significant. A number of key developments will be taken forward by the system, and include:

- The system is planning for an ambitious saving plan to meet its financial responsibilities. This plan is not agreed with NHSE
- A single, strategic commissioning voice for Devon will be put in place. A recruitment process will commence shortly. Work to establish Accountable Care Delivery Systems/ACOs is under way overseen by the Collaborative Board (with representation from all participating organisations in Devon).
- Ensure all localities deliver safe and effective care within their resources.
- Reductions in CCG corporate support services, with plans to introduce single functions covering the whole system.
- Tighter vacancy management and no non-clinical agency spend.

## STP programme

The STP governance arrangements include a number of important decision-making and advisory bodies as follows:

- The Programme Delivery Executive Group (PDEG) – executives from all STP organisations meet monthly to agree policy and monitor progress.
- Clinical Cabinet – key clinicians meet fortnightly to review and agree proposals for change.
- Collaborative Board – which meets quarterly and includes chairs and chief executives from all STP organisations. Lead Councillors from the 3 Local Authorities provide the local authority leadership at this group.
- Priority workstream areas – sponsored by chief executives and include patient representation.

STP organisations work closely with the three scrutiny committees across Devon to ensure active engagement, as well as with MPs, councillors, Healthwatch and other key stakeholders.

## **2. Recommendations**

That the Mayor be recommended:

- 2.1 That Councillor Parrott, Executive Lead for Adults and Children, and Caroline Taylor, Director of Adult Services (DASS) be authorised to maintain executive oversight and influence over the emerging Sustainability and Transformation Plan (STP) programme on behalf of Torbay Council, with normal scrutiny processes in place.
- 2.2 That the Council commits to a model of a single, strategic commissioning voice for Devon and considers any changed staffing or accountability of management arrangements arising from any proposal. That the Council works with partners to

establish Accountable Care Delivery Systems/Accountable Care Organisations and that this development is overseen by the Collaborative Board (with representation from all participating organisations in Devon).