

Appendix 2: Sustainability and Transformation Plan Response to Torbay Council Overview and Scrutiny Board: Key Lines of Enquiry

What will be the impact on the workforce?

The workforce is a key enabler for the STP and central to our planning. An agreed strategic workforce plan is in development, Workforce leads across the partner organisations in the STP are working together to ensure strong and effective future workforce planning and development.

The new models of care being developed will create opportunities for staff to think and work differently. As well as planning workforce numbers for the future, the new models of care will require both new and redesigned roles as focus of care delivery shifts more towards community and home based provision, supported self-care and a flexible workforce across health and social care which is capable of responding to the changing needs of people.

There are specific challenges to be addressed such as the falling numbers of GPs and their accelerating retirement rate; difficulties in recruiting enough domiciliary care workers to meet growing demand; and some acute hospital services struggle to recruit senior clinicians, especially where departments are small and not networked. These challenges will require innovation and new solutions which may start to change professional boundaries.

The STP sets out the intention to use and build on the expertise of existing staff working in new ways as services change, supported by training and where necessary further recruitment. Recruitment will in particular address of workforce pressure for example domiciliary workers, social workers, health care assistants, primary care and senior medical staff in small specialities.

What will be the impact on carers?

A key consideration underpinning the plan is the impact of caring on health and wellbeing. The new model of care is focused on health and wellbeing and also on care at home where possible and that does mean attention to enabling people to be able to continue to care.

Wider Devon already has examples number of steps in supporting carers, including the Carer's Strategy developed through engagement with carers. Our intention is learn from current achievements and in the detailed planning for the STP ensure the needs of carers of all ages are considered in the work of each of the 7 priority areas.

It is clear that with increasing demand and the intention to shift care as close to home as possible, the role of carers in the future will be just as important. As part of the new care models, we will need to develop a more supportive approach to working with carers, paying particular attention to their own training and support

needs. We will revisit the current carers strategy in light of the developing care model and work with carers to improve future support.

The system in Torbay is already defined by short lengths of stay in acute beds and residential care and there are low levels of Delayed Transfers of Care. Where else do we go for the savings?

As a whole system plan it is important all areas work together to achieve the savings and where there are strong local benchmarks, that we aspire to achieve this throughout the area. In developing plans for savings we have identified the key drivers of the deficit that need attention.

Whilst length of stay in bed based care is a key area, we also need to look at: independent sector care including continuing health care; elective care and intervention rates; the levels of NHS and social care spending on community services; and productivity or cost effectiveness per head of population.

Wider Devon has higher spending or activity than peers in a number of these areas and continues to exploit opportunities to reduce our “back office” and running costs. It is likely that we will go further with developing our care model to further reduce reliance on bed based care and further care model design work is planned for 2017/18.

What work is being done to reduce the need for acute beds?

This year in 2016/17 the partner organisations to the Sustainability and Transformation Plan have been working together to improve the flow of patients through hospitals and reduce admissions to hospital where patients can be effectively supported in other ways and minimise the waiting and delays that prolong lengths of stay.

This work will continue and the next step is to fully establish the integrated care model which will over time create real alternatives to hospital care and contribute to the longer term shift from bed based models of care in both acute and community settings.

What changes are foreseen in primary care? What impact will there be for GP reconfiguration?

The national strategy for primary care -The GP 5 year forward view, has set out the key change agenda for primary care in order to address its specific challenges like workload, workforce shortages, improving access and 7 day service delivery. In addition the national requirements are integration of care, delegated commissioning to bring decisions closer to patients and emphasis for greater collaboration across practices.

The South Devon & Torbay primary care strategy begins to address these challenges in the local context. Further work will be required to consolidate the plan to ensure that primary care is fully fit for the future.

What will be the impacts on Torbay Hospital?

In relation to acute and specialist services and small and vulnerable specialties there will be a range of reviews to understand how best to achieve safe and sustainable services throughout the area. As this work is completed we will be able to fully assess the impact on all hospitals including Torbay hospital. We already know that the new care model needs to result in fewer hospital beds and some of these reductions will need to be within the acute sector to allow resources to be shifted towards community and primary care.

On publication of the STP on 4th November, we also published information on the acute services review first phase work programme. Further details on the acute service review, including service lines to be reviewed and high level timetable can be found on South Devon & Torbay CCG website

What will be the impact on NHS provider organisations in Torbay?

The new Integrated Care Organisation offers real potential to modernise ways of working achieving much more joined up care for patients. Bringing acute and community healthcare and adult social care together this is a model of good practice that should underpin future provision. Provider organisations including the ICO are central to the STP planning and development.