

Sustainability & Transformation Plan (STP) Wider Devon 2016/17 – 2020/21

Torbay Council
Overview and Scrutiny Committee

30th November 2016

Organisations in the footprint: NEW Devon CCG, South Devon and Torbay CCG, Plymouth Hospitals NHS Trust, Royal Devon and Exeter NHS Trust, Northern Devon Healthcare NHS Trust, Torbay and South Devon NHS Trust, South West Ambulance Service Trust, Devon Partnership NHS Trust, NHS England, Circa 160 GP practices, Virgin Care, Devon County Council, Plymouth City Council, Torbay Council, Livewell Southwest CIC, Devon Doctors, Healthwatch (Devon, Plymouth and Torbay) and Care UK.

The STP footprint and ambition

- ❑ Wider Devon is one of 44 strategic planning footprints in England
- ❑ Involves 10 statutory organisations working collaboratively for benefit of the whole
- ❑ NHS and local authorities focused on a common set of health and care challenges
- ❑ Plan activities to make biggest difference to both population health and financial recovery
- ❑ Plan will be presented to Governing Bodies, Boards and local authorities for endorsement of the framework within which detailed plans will be developed



Resident population of around 1,160,000 - just over half living in urban communities just under half living in rural communities. Spans 2 CCG and 3 local authority areas

Our unified ambition is to create a clinically, socially and financially sustainable health and care system that will improve the health, wellbeing and care of the populations we serve

The Sustainability and Transformation Plan [STP]

Triple aim of the STP is to improve:

Population health and wellbeing
Experience of care
Cost effectiveness per head of population

Health and Wellbeing

Impact of ageing and growing population

Rising demands on the care system

Health inequalities in Wider Devon

Care Quality

Variability of quality across the system

Mental Health Parity of esteem to be achieved

Harm impact of current models of care – over reliance on bed based care

Financial Sustainability

Do nothing scenario for wider Devon amounts to a £557 million gap by 2020/21

Impact across the health and social care system

Address equitable resource allocation

The STP health and wellbeing challenges

An ageing and growing population

Giving every child the best start in life and ensuring children are ready for school

Complex patterns of deprivation linked to earlier onset of health problems in more deprived areas (10-15 year gap)

Balancing access to services in both urban and rural localities

Housing issues (low incomes / high costs/ poor quality in private rental sector)

Shifting to a prevention and early intervention focus

Poor mental health and wellbeing, contributed to by social isolation and loneliness

Poor health outcomes caused by modifiable behaviours

Pressures on services caused by increasing long-term conditions, multi-morbidity, mental health and frailty

Unpaid care and the impact of caring on carers' health and wellbeing

The STP priorities

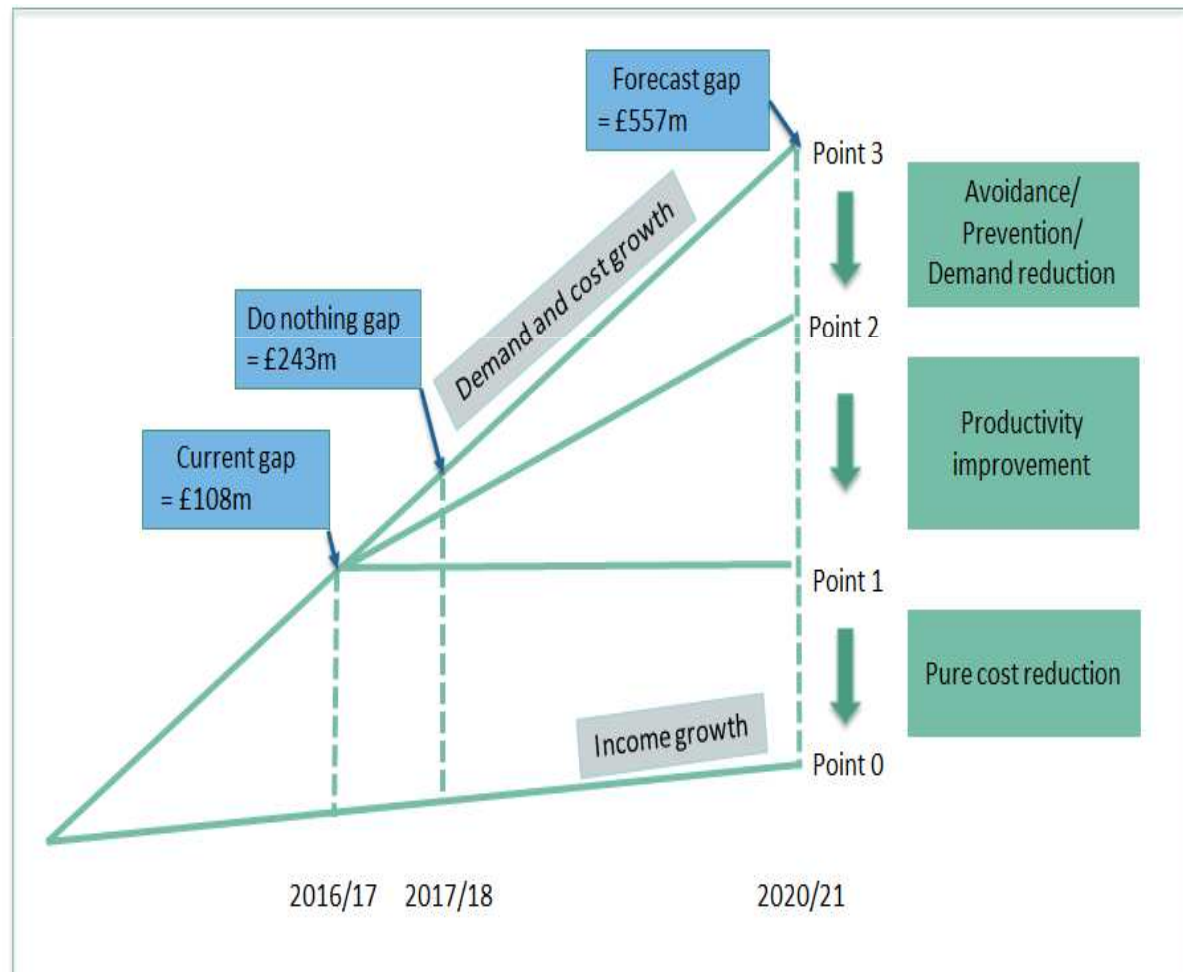
<p>1 Prevention & early intervention</p> <ul style="list-style-type: none"> • Delivering transformational prevention model • Building community resilience • Addressing place based health • Developing a preventive workforce 	<p>2 Care model integration</p> <ul style="list-style-type: none"> • Designing of integrated local care • Implementing integrated local care • Reducing hospital bed numbers • Advancing health and social care integration 	<p>3 Primary care</p> <ul style="list-style-type: none"> • Developing integrated primary care • Delivering the GP forward view • Supporting general practice Organisational Development • Progressing towards delegated commissioning 	<p>4 Mental health & learning disabilities</p> <ul style="list-style-type: none"> • Maximising the effectiveness of mental health spend • Improving prevention in primary care • Improving provision for people with SEMI and those with a dual diagnosis
<p>5 Acute hospital & specialist services</p> <ul style="list-style-type: none"> • Reviewing stroke services (Nov 2016-Feb 2017) • Reviewing Urgent and Emergency Care (Jan – March 2017); Maternity /Paediatrics/ Neonatal (Nov 2016- March 2017) • Reviewing small and vulnerable specialties 	<p>6 Productivity</p> <ul style="list-style-type: none"> • Implementing Carter report • Back office rationalisation • Prescribing control • Procurement • CHC spending review • Equitable population and service resource allocation 	<p>7 Children and young people</p> <ul style="list-style-type: none"> • Ensuring access and suitability • Ensuring high quality, effectiveness and rapid response of services • Enhancing effective collaboration between adult and childrens' services 	<p>Enablers</p> <ul style="list-style-type: none"> • Workforce stability, redesign, and development • Estates Strategy • Digital Road Map • Communications and engagement • Organisational Development

The STP financial sustainability challenge

Unless we take action now wider Devon faces a financial gap of £557 million by 2021

6 Key Actions

1. Delivery of savings opportunities and “business as usual” efficiencies
2. Promote independence and prevention reducing demand and shifting the setting of care closer to home.
3. Additional productivity opportunities including rationalisation of estate and back-office
4. Clinical sustainability of acute and specialist services and focus on health promotion
5. Delivering benefits of integrated local care and minimise reliance on bed based care
6. Detailed analysis of resource distribution, and address geographical and service inequities



Next steps in the STP

Present to Governing Bodies, Boards and local authorities for endorsement (Nov-Dec 2016)

Design, agree with scrutiny teams and commence the wider Devon STP engagement plan

Continue with delivery of 2016/17 work streams and build operational plans for 2017/18

Prescribing; Elective Care; Bed Based Care; CHC; Agency; Procurement

Develop detailed plans across the 7 STP priorities

Prevention; Integrated care; Primary care; Mental health; Children and young people; Acute and specialist services; Productivity

Complete community service consultation

Proposals to reduce community hospital beds in NEW Devon and South Devon and Torbay CCGs

Commence the major acute service reviews

Stroke (Nov 2016-Feb 2017); Maternity Paediatrics, Neonatology (Nov 2016 – March 2017); Urgent and Emergency services (Jan – March 2017)

Work on the enablers

Workforce; IM&T; Communications and engagement; Organisational development

Address health funding inequalities

Analyse CCG, Primary care, specialist commissioning and deficit support spend to build optimal resources distribution plan