Agenda Item:

CCG
Governing Body
Tuesday, 26th March 2019

Subject:	Norfolk and Waveney STP Update
Presented By:	
Submitted To:	Governing Body – Tuesday, 26th March 2019
Purpose of Paper:	For discussion

SUMMARY:

The purpose of this paper is to update members of the Governing Body on the financial position within our STP, as well as the work our partnership is doing to improve care for the people living in Norfolk and Waveney.

Recommendation:

The Governing Body is asked to:

- Consider and comment on the report
- Consider the Finance Report (Appendix 1)

Norfolk and Waveney STP Update

Financial position

1. NHS organisations in Norfolk and Waveney are currently managing three key financial challenges: 1) delivering the 2018/19 financial plan, 2) developing realistic organisational plans for 2019/20, and 3) negotiating new contracts. Balancing these important tasks and at the same time developing Norfolk and Waveney wide efficiency strategies is therefore challenging.

2. Our NHS organisations are currently projecting making £103.8m of efficiency savings by the end of the financial year. Despite this, they are projecting a combined deficit of £95.8m for 2018/19. This figure includes £6.7m of Provider and Commissioner Support Funding that we expect to receive this year. The projected deficit is £32.4m higher than the £63.4m deficit that was planned for at the start of the financial year. Our aim is to half the deficit in 2019/20.

3. **Further information about the 'system' joint financial position is included in Appendix 1.**

Demand and Capacity

4. The issues highlighted by the recent STP Demand and Capacity review cut across three of our partnership's workstreams: Acute Transformation, Urgent and Emergency Care and Primary and Community Care. The STP is are setting-up a new Demand and Capacity workstream, with senior director level representation from across the acutes, community, social care and primary care, to take forward the recommendations from the review.

5. Governing Body is presented with a separate paper on the Demand and Capacity Review.

Performance of our health and care system

6. We are developing a performance framework for the STP in order to enable us to address our performance issues together, supportively and effectively. As a partnership we will focus on a small number of significant indicators, including referral to treatment waiting times, cancer, emergency care and out of area placements. Our approach will be proactive, supportive and collaborative, with appropriate challenge from peers. We will develop timely reporting to enable discussion, challenge and delivery.

7. There is a regulatory framework for performance that NHS England and NHS Improvement apply to the individual organisations and also to the STP. Our aim is to ensure that regulators are assured on our performance management and that we reduce the number of contacts with individual organisations.

8. The STP is expecting to produce new performance reports from April onwards.

Other STP matters:

Mental health strategy published

9. The Norfolk and Waveney Adult Mental Health Strategy is still in the process of being finalised. We expect the final draft to be presented to the STP Mental Health Forum this month, followed by the STP Executive and JSCC in April.

10. Feedback from people who use mental health services locally, carers and stakeholder on the draft released in December 2018 has been proactive and detailed – everyone has agreed that the 'commitments' that form the basis of the strategy are effective and realistic; many have asked for more detail on how each commitment will be delivered, and the process has begun to develop project plans against each of the commitment workstreams.

11. The updated draft of the strategy has responded to the request to include more information on the finance and resource currently available across the mental health system, the training and workforce development needed to deliver the six commitments going forward, the role of unpaid carers and families in supporting people with mental health needs, and the links the strategy must make with the wider health and care system, particularly crisis provision.

Developing Primary Care Networks

12. The NHS Long Term Plan sets out a new service model for primary and community health and care services based on Primary Care Networks (PCNs), which must be in place throughout England and operating from July 2019. This is reinforced by funding to develop PCNs and the new five-year GP contract. Our STP has received £535,000 to develop PCNs.

13. Development of 20 proposed PCNs is already underway in Norfolk and Waveney. It is intended they will form the fundamental building blocks of our Integrated Care System and be where we position integrated primary/community teams.

    - Each PCN will have a new role of clinical director, which is expected to be a GP.
    - Our mental health strategy commits to the co-location of services with PCNs.
    - Adult social care colleagues are committed to reconfiguring services to integrate with our PCNs.
    - We are exploring how children's services could fit with our PCNs.
    - There is clear national guidance for community provider organisations to reconfigure services around PCNs, and we are developing plans for what this will look like Norfolk and Waveney.
    - CCGs are providing financial support and support in kind to develop our PCNs, and we are looking to develop a consistent offer across our CCGs.

14. In terms of next steps, by 15 May each PCN must have applied to register itself with the full agreement of constituent practices and have an identified lead clinical director. Each PCN must have a plan in place for how they will work by the end of June.

Our five year plan for health and care services

15. A priority for our partnership over the next few months is to develop our five year plan, which will set-out how we are going to improve care and realise the ambitions in the NHS Long Term Plan. In addition to drawing on what people have told us in engagement work carried out recently,, for example through the recent adult and CAMHS mental health engagements, the STP is working with Healthwatch to provide a range of opportunities for people to reflect on the NHS Long Term Plan and how it should be delivered in Norfolk and Waveney.

16. Healthwatch is organising a series of events at the following times and locations:

- Monday 18th March, 12.30-15.30 at the Healthwatch Office in Wymondham
- Tuesday 28th March, 14.00-17.00 at the Knight's Hill Hotel, King's Lynn
- Thursday 4th April, 10.00-13.00 at the Hotel Victoria, Kirkley Cliff, Lowestoft
- Wednesday 10th April, 14.00-17.00 at Deaf Connexions* (The Vauxhall Centre, Johnson Place, Norwich)
- Wednesday 17th April, 09.30-12.30 at the Innovation Centre, Thetford
- Tuesday 7th May, 16.30-19.30 at Holt Community Centre

17. Places at these events can be booked by contacting HealthWatch Norfolk or via their website: www.healthwatchnorfolk.co.uk/events. There will also be a national HealthWatch online survey.

Digital

18. The STP has developed a digital strategy, which outlines the ambition of the health and care system to deliver care in new and innovative ways for our patients and citizens by harnessing digital solutions. This is still in draft and will be presented to the STP Executive after further consultations by the digital workstream leads.

19. The STP digital workstream has delivered a Strategic Outline Case for our three acute hospital trusts to consider a single Electronic Patient Record system in line with our STP digital strategy.

20. There are areas of cutting edge innovation in the STP; we have commenced projects to use Artificial Intelligence for Radiology Clinical Decision Support and Cancer Pathway Management.

21. Our immediate focus is also on using some of our external funding (in excess of £7m over three years) to put in place a larger team of staff who will drive forward our objectives. These include:

    - Developing and integrating clinical software/applications
    - Rolling out new methods of patient consultation; we shall shortly be in a position to appoint a provider for online consultations following a competitive tender process.
    - Replacing the N3 network in the longer term by the new Health and Social Care Network which will enable integration and also online consultations (due to expanded bandwidth)
    - Developing or promoting new assistive technologies such as remote patient monitoring
    - Developing population health analytics that will greatly assist population health management
    - Creating a Norfolk Care Innovation Hub

22. The NHS App will 'go live' in Norfolk and Waveney during April. This will enable patients to interact with surgeries via the App. At the moment the App is 'live' for download but is currently restricted to 'symptom checking' via NHS111 online, until local practices are connected.

Funding

23. The STP has recently been awarded the following funding from NHS England:

- £100,000 to develop a new role of General Practice Assistant, a business support function in practices.
- £485,000 to expand Individual Placement and Support (IPS) services which assist people with severe mental health conditions to find gainful employment. This funding is recurrent.
- £1,048,000 awarded in total to various providers on a match funded basis to be used for upgrading buildings to save money (for example changing old lighting to LED).

Key Risks and Challenges

24. The key risks and challenges for system partners are:

- Achieving the scale and pace of change within the available resources
- Implementing the changes to ensure a sustainable workforce
- Developing our digital maturity across Norfolk and Waveney as a key enabler to change.

Officer Contact:

If you have any questions about matters contained in this paper please get in touch with:

Name: Chris Williams, ICS Development Manager

Email: Chris.Williams20@nhs.net