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The Norfolk and Waveney Health and Care Partnership

Developing our five year plan

Progress update – 16 August 2019

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Developing our five year plan

- In January 2019, the NHS published its Long Term Plan setting-out how it will make services fit for the future.
- The plan is backed-up by a 3.4 per cent average real-terms annual increase in NHS England's budget between 2019/20 and 2023/24 (a £20.5 billion increase over the period).
- Every partnership in the country is now developing five year plans covering the period to 2023/24, setting-out how they will deliver the ambitions of the NHS Long Term Plan and their local priorities.

www.longtermplan.nhs.uk

Context

The NHS Long Term Plan Implementation Framework (published June 2019) says:

- Systems must ensure plans align with and can demonstrate:
  - Clinically-led
  - Locally-owned
  - Workforce planning
  - Finance: the ‘5 tests’; Financial Recovery Plans for individual organisations in deficit / cash releasing savings / unwarranted variation / moderate growth / capital investment priorities
  - Delivery of all the commitments in the Long Term Plan
  - Reduce local health inequalities and unwarranted variation
  - A focus on prevention

Context

Some of the commitments in the Long Term Plan are **critical foundations to wider change**. All systems must prioritise these foundational commitments. These are:

- Delivering a new service model for the 21st century
  - Transformed ‘out-of-hospital care’ and fully integrated community-based care
  - Reducing pressure on emergency hospital services
  - Digitally-enabling primary care and outpatient care
  - Better care for major health conditions (improving cancer outcomes, improving mental health services and shorter waits for planned care)
- Increasing the focus on population health – moving to Integrated Care Systems everywhere

What a 'good plan' should look like

- 'Accessible to the public' – clear narrative, concise, engaging and jargon-free.
- Grounded in local knowledge.
- Reflects local system priorities (first and foremost).
- Explains how the STP/ICS will develop and organise itself - being an ICS is a process that extends beyond April 2021.
- Clear governance arrangements and public engagement.
- Delivery focused – structured around local priorities alongside how we will deliver the foundational commitments.
- Aligned workforce, activity and finance – to include reference to the Interim People Plan.
- Appendices – suggestion is we include appendices where relevant to provide further detail, to include further detail on the 'foundational commitments'.

Working with NHSE/I

- The region should add minimal additional burden to systems - approach should be supportive.
- There should be no surprises – this applies to the draft plans received in September, and to regional feedback on those plans.
- The regional team should work alongside systems to develop plans.

We've agreed with the NHSE/I Director of Strategic Transformation / Locality Director:

- There will be a named NHSE/I lead to be part of the finance, activity and workforce group.
- We have invited their representative to sit on our task and finish group.
- NHSE/I to identify if there are other key areas where they'd like to be present at critical meetings.

It is likely the NHSE/I Locality Director will hold a working session with us in late August or early September focused on areas we are concerned about as a system.

Governance

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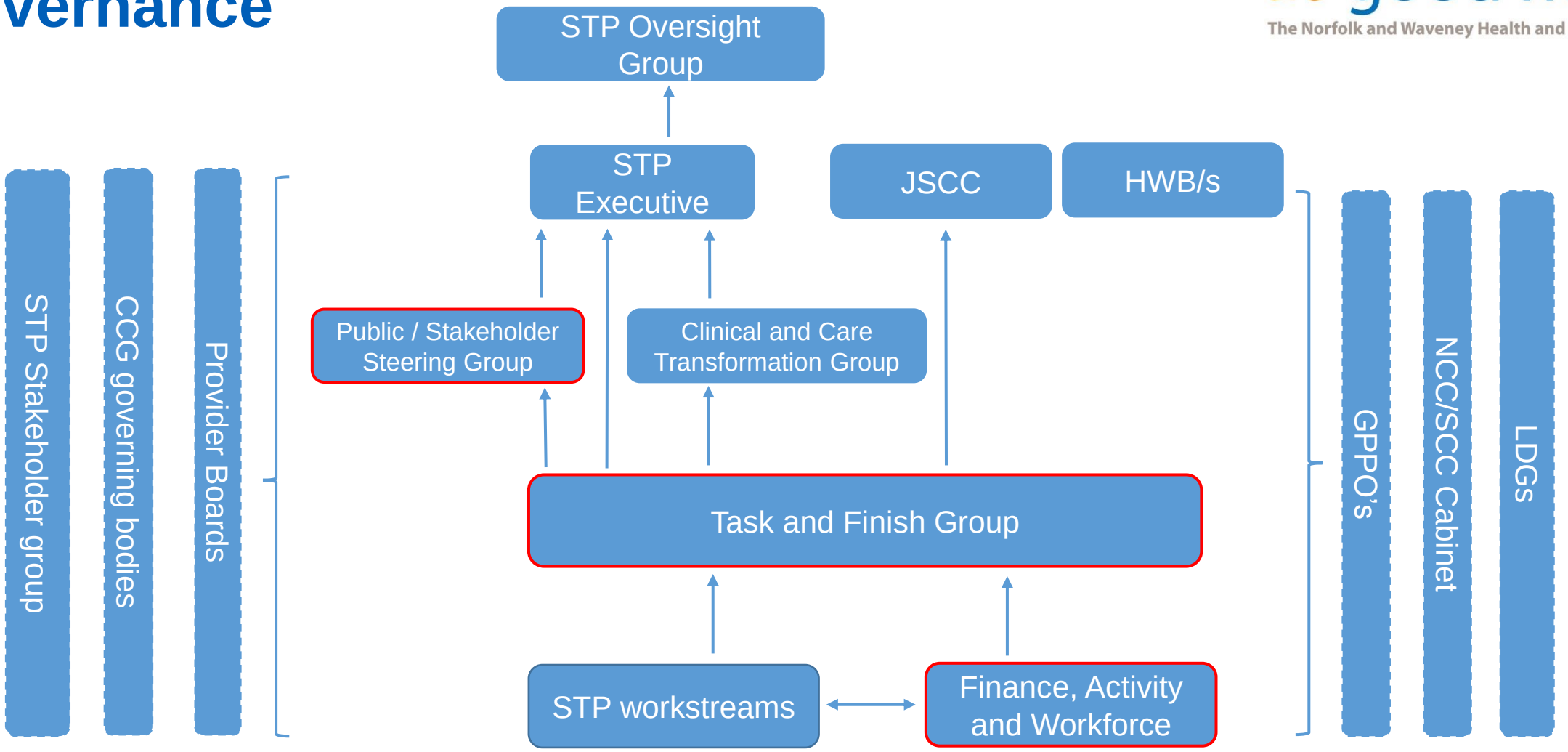

= new group

Governance – sign-off of our plan

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- For the first draft (due by 27 September):
  - Board level sign off is not required given this is a draft and 27/9 is a milestone to November.
  - The STP Oversight Group, STP Executive, JSCC and the HWBs must have the opportunity to review the plan and comment.
- For the final submission (our plan has to be agreed by 15 November):
  - The STP Executive needs to endorse the plan and recommend its sign-off to the STP Oversight Group.
  - JCCE needs to sign off the plan on behalf of the five CCGs.
  - Health and Wellbeing Boards for Norfolk and Suffolk need to sign-off the plan so we may demonstrate local authority buy-in alongside other key stakeholders such as district councils, criminal justice, VCSE organisations

Governance – oversight of our plan

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- A public / stakeholder steering group established to oversee our engagement and ensure that genuine and real time engagement is taking place. The membership is:
  - Chief Executive, Healthwatch Norfolk
  - Chief Executive, Healthwatch Suffolk
  - Chair, STP Stakeholder Group
  - Director of Special Projects, CCGs
  - ICS Development Manager, STP
- The Clinical and Care Transformation Group will oversee the plan to ensure it is clinically led (alongside of course the involvement of clinicians in all our workstreams and on our boards and governing bodies).
- Keeping boards, governing bodies and stakeholders informed**:** A regular progress report will be provided to these groups for information. The Director of Special Projects to attend these meetings by exception as required.

Developing our plan

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- Task and Finish Group established to ‘hold the pen’. The membership is:
  - Director of Special Projects, CCGs
  - Chief Operating Officer, STP
  - Director of Strategy, NNUH
  - Director of Strategy and Integration, JPUH
  - Deputy Director of Public Health, NCC
  - ICS Development Manager, STP
- Finance, Activity and Workforce Group set-up to populate the templates for the next five years. Membership:
  - Director of Special Projects, CCGs
  - Chief Operating Officer, STP
  - Deputy CFO, STP
  - Director of Workforce, STP
  - PMO Manager, STP

Engagement

Two key stakeholder meetings held recently:

- 31 July with trust NEDs and governors, CCG governing body members and councillors
- 1 August with chairs and chief executives of partner organisations.

Key highlights so far from these two groups include:

- Getting our digital ‘offer’ right has the potential to transform our system. Failing to do so could produce the exact opposite.
- We have to be able to demonstrate meaningful and real-time engagement with service users and carers at every level of our system development and delivery.
- We must have a clear explanation of why we are working together and the difference our plan will make to people. Using patient stories would help with this.
- We have not, as a system come to an agreement on our vision for the next five years. Without this we may risk developing a plan that not all are signed up to or recognise.

Engagement

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We're using the results of recent research, engagement and consultations to help us to develop our plan, including the findings of the work done by Healthwatch Norfolk in May 2019.

We are continuing to talk with people over the summer via our crowd sourcing site and face-to-face.

In discussion with our Independent Chair we are also exploring:

- Working with the local media and more patient groups to encourage more people to get involved.
- Holding a bigger public event in October or looking to see if there are other events that we could piggy-back onto over the Autumn.
- Working with our existing service user 'base' – i.e. those individuals already supporting us at our specific meetings and groups – and inviting them to comment on the plan prior to final submission.

Key milestones – to September

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Task	August					September				
	29-Jul	05-Aug	12-Aug	19-Aug	26-Aug	02-Sep	09-Sep	16-Sep	23-Sep	30-Sep
Develop first draft										
Crowdsource ideas from the public and VCSE sector online and face-to-face engagement										
Joint STP Oversight Group and Executive workshop	01-Aug									
Workstream leads submit first draft of chapters to Jossy Pike		09-Aug								
Collation of different chapters and identification of gaps										
Finance, Activity and Workforce Group										
STP Stakeholder Group			13-Aug							
STP Executive - update on progress			16-Aug							
JSCC				20-Aug						
Five Year Plan Task and Finish Group				23-Aug						
Workstream leads refine their chapters and submit to Jossy Pike										
Finance, Activity and Workforce Group										
Further review of chapters and identification of any further gaps										
STP Oversight Group to receive an update on the development of the plan						05-Sep				
Five Year Plan Task and Finish Group						06-Sep				
Finance, Activity and Workforce Group										
Workstream leads finalise their chapters and submit to Jossy Pike										
Clinical and Care Transformation Group							12-Sep			
JSCC - comment on version to submit to NHS E/I								17-Sep		
STP Executive - approve version to submit to NHS E/I								20-Sep		
Submission of first draft of our plan to NHS E/I									27-Sep	