Agenda Item 12

The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust

REPORT TO THE TRUST BOARD

SUBMITTED BY:	REPORT FOR:		IMPACT:		
Caroline Shaw Chief Executive Officer	Decision		High	Med	Low
CONSULTATION:	Information	√		√	
	REPORT TYPE:		RELATED WORK:		
	Strategic	√			
	Operational	√			
	Governance	√			
BAF ref:	N/A				
CQC Essential Standard Reference:	N/A				
Media / Communications:	N/A				

Meeting Date: 29th January 2019
Report Title: STP Demand & Capacity Next Steps and WNSTP periodic update

Purpose:

To provide the Trust Board with oversight of the agreed STP Executive decision in relation to forward work planned around STP Demand and Capacity (Appendix A).

In addition the STP has published an update paper in relation to the Norfolk and Waveney Sustainability and Transformation Partnership (STP) and progress made since November 2018 which is attached as Appendix B.

Summary:

Demand and Capacity;
The Boston Consulting Group were appointed to work across the STP to undertake a detailed review of demand and capacity in all care settings (primary / acute / community)

BCG reported their findings to the STP Executive in December 2018.

They concluded that the STP has key challenges, specifically;

i. A growing and ageing population
ii. Primary care working to capacity, with a shrinking GP workforce;
iii. Acute inpatient bed capacity cannot meet demand;
iv. Community services cannot meet demand from acutes;
v. Social care DToCs are high and there is a lack of home care capacity;
vi. The system has significant financial challenges.

The review highlighted that;
i. Demand and capacity is mismatched and could result in a 500 bed deficit by 2023 in a 'do nothing' scenario.
ii. Current system issues cannot be addressed by any single provider. Collective interventions across the system could create a sustainable position.
iii. Even given the potential solutions within the review it is estimated that there will be a shortfall of 140 beds so further capacity / new models of care will be required.

Representatives from the three acutes plus STP met on 16th January to propose next steps in taking forward the recommendations from the review.

Given the cross cutting implications of the work, the recommendation is that a new Demand and

Capacity work stream is established with senior director level representation from across the acute Hospital Trusts, community, social care and primary care.

The Demand and Capacity work stream will establish a short, medium and long term plan with a significant part of its work to focus on the longer term strategy and will report back to the STP Executive.

STP Update;

The attached report provides information on key developments within the Norfolk and Waveney health and care system and projects that the STP is currently working on. It highlights the work that the STP are doing to develop a long-term strategy for mental health, improve mental health services for children and young people, and to develop an integrated care system for Norfolk and Waveney.

Financial Implications / Efficiency Savings:

The detailed outputs of the work are not yet known, but it is acknowledged that by closer collaborative working across the STP footprint, there is the potential for improved financial and operational efficiencies.

Risk Assessment (cross-reference with Risk Register where appropriate):

Strategic / External	Operational / Organisational	Financial	Clinical	Legal / Regulatory	Reputation / Patient Experience
√	√	√			

The Committee is asked to:

- Note the contents of the attached Demand and Capacity report and planned next steps.
- Note the contents of the attached STP update paper and the request contained within it to identify actions that the Governing Body / Trust Board could take to accelerate progress on delivering the changes necessary to transform care and deliver sustainable services

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