

Report title:	Norfolk and Waveney Sustainability and Transformation Partnership (STP) update
Date of meeting:	24 April 2019
Sponsor (H&WB member):	Patricia Hewitt, STP Independent Chair / Melanie Craig, STP Interim Executive Lead

Reason for the report

The purpose of this paper is to update members of the Health and Wellbeing Board (HWB) on the Norfolk and Waveney Sustainability and Transformation Partnership (STP), with a focus on progress made with key pieces of work since the last report in February 2019.

Recommendations:

Members of the Health and Wellbeing Board are asked to:

1. Agree to be fully involved in the development of the Norfolk and Waveney five year plan
2. Assist with building awareness of the NHS Long Term Plan and encourage their patients, service users, carers and staff to get involved in the development of the Norfolk and Waveney five year plan.
3. Note that the final Norfolk and Waveney Adult Mental Health Strategy will be brought to the HWB

1. System financial position

- 1.1 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.
- 1.2 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. 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.
- 1.3 Further information about the 'system' financial position can be found in the new [STP system finance report](#) being discussed in public at CCG governing body and provider board meetings.

2. Performance of our health and care system

- 2.1 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.
- 2.2 Our approach will be proactive, supportive and collaborative, with appropriate challenge from peers. We will develop timely reporting to enable discussion, challenge and delivery. The STP is expecting to produce new performance reports from April onwards, which like the finance report will be discussed in public at CCG governing body and provider board meetings.

3. Our five year plan for health and care services

- 3.1 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 engagement we did around the reviews of adult mental health services and CAMHS, 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.
- 3.2 Healthwatch is organising a series of events and running online surveys to enable people to give their views. Further information about both can be found here: www.healthwatchnorfolk.co.uk/news/what-would-make-the-nhs-work-better-for-you

4. Developing our Primary Care Networks

- 4.1 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.
- 4.2 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.
 - Our mental health strategy commits to the co-location of services with PCNs.
 - Adult social care are committed to reconfiguring services to integrate with our PCNs.
 - We are exploring the fit between children's services and 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 locally.
 - 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.

- 4.3 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.

5. Our Mental Health Strategy

- 5.1 The Norfolk and Waveney Adult Mental Health Strategy is still in the process of being finalised. A final draft was presented to the STP Mental Health Forum in March, and will be agreed by the STP Executive and Joint Strategic Commissioning Committee (JSCC) in April.
- 5.2 We've received a lot feedback from people that use mental health services locally, carers and stakeholder on the draft released in December 2018. There is strong agreement that the six 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 workstreams which will implement our six commitments.
- 5.3 The updated draft of the strategy published in December 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.

6. Digital

- 6.1 The STP has developed a draft 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. The draft will be presented to the STP Executive after further engagement by the digital workstream leads.
- 6.2 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 draft digital strategy.
- 6.3 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.
- 6.4 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.

6.5 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 restricted to 'symptom checking' via NHS111 online. Once their practice is connected, patients will be able to:

- Book and manage appointments at their GP practice
- Order their repeat prescriptions
- Securely view their GP medical record
- Register as an organ donor
- Choose whether the NHS uses their data for research and planning

7. Funding

7.1 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 of recurrent funding to expand Individual Placement and Support services which assist people with severe mental health conditions to find gainful employment.
- £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).

Officer Contact

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