

Agenda Item No: 6.1

REPORT TO:	GOVERNING BODY		
MEETING DATE:	26 March 2018		
REPORT TITLE:	Together A Healthier Future Transformation Programme Update		
SUMMARY OF REPORT:	This paper provides ELCCG's Governing Body with an update on the development of Pennine Lancashire's Local Delivery Plan through the Together A Healthier Future Transformation Programme.		
REPORT RECOMMENDATIONS:	East Lancashire Clinical Commissioning Group is asked to note the update provided and identify any key issues for further discussion.		
FINANCIAL IMPLICATIONS:	There are no specific financial requirements associated with this report. Any future implications associated with the planning process will be presented to the Governing Body along with detailed plans.		
PROCUREMENT IMPLICATIONS:	There are no specific procurement implications associated with this report. Any future implications associated with the planning process will be presented to the Governing Body along with detailed plans.		
REPORT CATEGORY:	Formally Receipt		Tick
	Action the recommendations outlined in the report.		
	Debate the content of the report		√
	Receive the report for information		
AUTHOR:	Dionne Standbridge, Programme Director		
	Report supported & approved by your Senior Lead		Y
PRESENTED BY:	Mark Youlton, Chief Officer		
OTHER COMMITTEES/GROUPS CONSULTED:	The contents of this report have been provided to other Pennine Lancashire meetings such as the Partnership Leaders' Forum.		
PRIVACY IMPACT ASSESSMENT (PIA)	Has a PIA been completed in respect of this report?		N
	If yes, please attach	If no, please provide reason below: A PIA is not required for this report. PIAs are completed for appropriate elements of the work programme.	
EQUALITY IMPACT ANALYSIS (EIA)	Has an EIA been completed in respect of this report?		N
	If yes, please attach	If no, please provide reason below: An EIA is not required for this report.	
RISKS:	Have any risks been identified / assessed? A Risk Framework is in place for the Transformation Programme.		Y
CONFLICT OF INTEREST:	Is there a conflict of interest associated with this report?		N
CLINICAL ENGAGEMENT:	Has any clinical engagement/involvement taken place as part of the proposal being presented.		Y
PATIENT ENGAGEMENT:	Has there been any patient engagement associated with this report?		Y
PRIVACY STATUS OF THE REPORT:	Can the document be shared?		N
Which Strategic Objective does the report relate to			Tick
1	Commission the right services for patients to be seen at the right time, in the right place, by the right professional.		√
2	Optimise appropriate use of resources and remove inefficiencies.		
3	Improve access, quality and choice of service provision within Primary Care		
4	Work with colleagues from Secondary Care and Local Authorities to develop seamless care pathways		

NHS EL CCG Governing Body
26 March 2018

TOGETHER A HEALTHIER FUTURE TRANSFORMATION PROGRAMME UPDATE

1. Introduction

- 1.1 This paper provides ELCCG's Governing Body with an update on the development of Pennine Lancashire's Local Delivery Plan through the Together A Healthier Future Transformation Programme.

2. Purpose / Background

- 2.1 The Five Year Forward view for the NHS, published in October 2014, sets out a new shared vision for the future of the NHS based around new models of care. The Forward View confirmed that the health and care infrastructure needs to undergo massive transformation by 2020, in order to bridge a national £30billion funding gap and be fit for purpose to meet the changing needs of the population.
- 2.2 NHS Planning Guidance 2016/17-2020/21- Delivering the Forward View sets out how NHS organisations and their partners are expected to deliver the mandate and plan to meet the Five Year Forward View by 2020. The guidance focuses on a whole system approach to place-based health and social care planning. It requires systems to work together as Sustainability and Transformation Partnerships to produce five year plans that set out a holistic and ambitious agenda for accelerating the implementation of the Five Year Forward View and closing the gaps in health inequalities, quality and finance.
- 2.3 The Next Steps on the NHS Five Year Forward View, published in March 2017, reiterated the Government's commitment to delivering on the Five Year Forward View and provided additional emphasis on and support for Sustainability and Transformation Partnerships.
- 2.4 Pennine Lancashire is one of five Local Delivery Plan areas which make up the Lancashire and South Cumbria Sustainability and Transformation Partnership area. Further details of the Lancashire and South Cumbria Sustainability and Transformation Plan can be found here: <http://www.healthierlsc.co.uk>.
- 2.5 The Pennine Lancashire Transformation Programme (Together A Healthier Future) was established two years ago. Following the departure of Dr Chris Clayton, who was Chief Officer for the Transformation Programme between March and September 2017, it was agreed that Kevin McGee, Chief Executive of East Lancashire Hospitals Trust, and Mark Youlton, Accountable Officer for East Lancashire Clinical Commissioning Group, will jointly lead the transformation programme. Kevin McGee will lead work on building the Accountable Care System for Pennine Lancashire and Mark Youlton will lead work on bringing together commissioning between the two CCGs.
- 2.6 The Pennine Lancashire Accountable Health and Care Partnership Leaders' Forum sets the overarching strategic direction for the Programme and makes recommendations on decisions that need to be taken back to the governing bodies of statutory organisations.

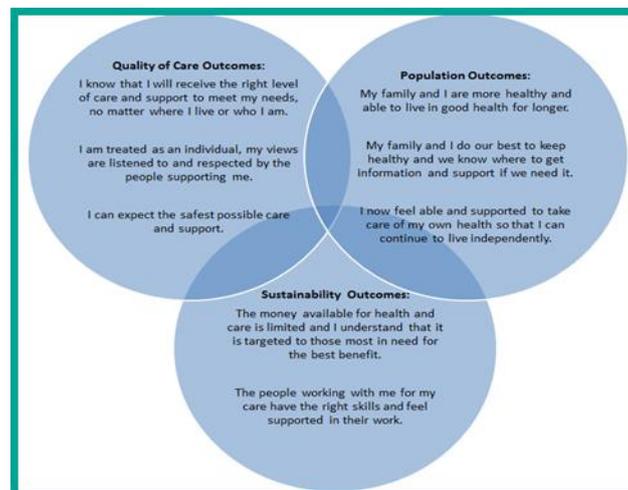
The Forum consists of the chief officers and chairs/leaders of the six statutory health and care organisations that constitute the Transformation Programme, which are East Lancashire Clinical Commissioning Group (ELCCG), Blackburn with Darwen Clinical Commissioning Group (BwDCCG), East Lancashire Hospitals Trust (ELHT), Lancashire Care Foundation Trust (LCFT), Blackburn with Darwen Borough Council (BwDBC) and Lancashire County Council (LCC). The Forum also involves senior leaders from a number of key, co-opted, organisations including District Councils, the Voluntary, Community and Faith Sector and local GP Federations.

2.7 The key focus of the Forum in 2017 is the development and articulation of a new Model of Care and an Accountable Care System for Pennine Lancashire. Partnership Leaders have recently confirmed their commitment to becoming a shadow Accountable Care System by April 2018.

2.8 The Partnership has agreed a shared vision which is:

“For all of us in Pennine Lancashire to live a long and healthy life.
Any extra help and support we need will be easy to find, high quality
and shaped around our individual needs.”

2.9 The Partnership has worked with the public and staff to design and refine eight statements to help achieve the vision:



A New Model of Care for Pennine Lancashire

2.10 The proposals for a New Model of Care for Pennine Lancashire have been developed in line with the Programme’s commitments which are set out below:

- We will create an effective, integrated, person and family centred Locality Services Model, incorporating NHS, Social Care, Primary Care, and the Voluntary, Community and Faith Sector, that is capable of managing the escalation of demand in neighbourhood and community settings, keeping people and families safe and well in their own homes
- We will transform urgent and emergency care to ensure that the people of Pennine Lancashire with urgent care needs will receive a highly responsive service that delivers care as close to home as possible and that those with serious or life-threatening conditions are treated in centres with the very best expertise and facilities in order to maximise their chances of survival and a good recovery
- We will improve on all of our key 'Variations in Care' through standardisation of pathways and best practice interventions and improve the health and wellbeing outcomes of our population overall

- We will develop a comprehensive health promotion and wellbeing programme focussing on community resilience, disease prevention, citizen empowerment and the development of volunteering, through a single public sector approach working with the Voluntary, Community and Faith Sector
- We will deliver our comprehensive programme of enablers for change, including workforce transformation, better use of technology, consistent communications and engagement, and estates optimisation.

2.11 The **Health and Wellbeing Improvement Priorities** are those areas where Pennine Lancashire is performing poorly compared to other similar areas, either in terms of population outcomes, quality of care, or spend on services.

2.12 Working together with our staff and our communities, we have developed and agreed a **Prevention Framework** which will embed prevention right across every aspect of our future plans and a **New Model of Care**, which we believe that this is the best approach to improving the health and wellbeing of all who live and work in Pennine Lancashire.

2.13 The New Model of Care puts people, their families and communities at the heart of everything, aiming to put them in control of their own health and wellbeing, so they can remain as healthy as possible for as long as possible. If people do become ill, our New Model of Care aims to ensure they receive the right level of support within their home or local area. When specialist or acute support, in hospital, is needed, people will receive care that is safe, effective and shaped around their individual needs.



2.14 The successful delivery of our Together A Healthier Future Programme will depend on ensuring we can manage our financial challenges together. We also know that we need to design and provide a workforce equipped to deliver new services, have buildings that are fit for purpose and affordable and use technology to its full potential.

2.15 The proposals for the New Model of Care will be set out in a single document, the Pennine Plan, to be published in late Autumn 2017 as a draft for discussion and engagement with all stakeholders. Upon conclusion of this engagement, the Programme's Care Professionals Board, Finance and Investment Group, Partnership Leaders' Forum and governing bodies will be presented with final proposals for consideration in February and March 2018, ahead of the final Pennine Plan being published in April 2018.

Communications and Engagement

2.16 The Programme has a strong commitment to communications and engagement. Alongside the continuous dialogue with the public and stakeholders, a specific engagement exercise was undertaken from June to August 2017 to provide people with an update regarding the programme and sense check the general direction of travel of the programme. This included organised public engagement workshops, attending existing groups, attending health events and commissioned engagement activities.

2.17 The findings of the engagement during this period have been considered by Senior Responsible Officers and the Programme Team, as part of the development of the New Model of Care. A detailed report providing information and outputs from the engagement programme is available.

- 2.18 The engagement found that there is broad support for the direction of travel of the programme. The outline proposals shared during the engagement period were, in the main, supported.
- 2.19 This is not to say that there aren't some fears, based on local health service history where services have been lost. This appeared to be of particular concern in the Burnley area. With national media coverage of STPs focusing on the angle and perception that STPs are vehicle for cuts and potentially privatisation; it is clear that this messaging has cut through to people locally. Any communication and engagement moving forward will need to work hard to manage this perception.
- 2.20 The engagement feedback provided is a summary of a considerable amount of insight and intelligence. The findings should provide some reassurance that the Programme is developing plans which are broadly in line with the feedback and insight generated.

Moving Towards an Accountable Health and Care Partnership for Pennine Lancashire

2.21 Alongside the development of proposals for a New Model of Care, the Pennine Lancashire Accountable Health and Care Partnership Leaders' Forum is working through an agreed process to become a shadow Accountable Care System by April 2018. The 'Roadmap' was agreed by Partnership Leaders' Forum at its meeting on 15 November 2017:

Decision Points Towards a Shadow ACS by 1 April 2018				TOGETHER A HEALTHIER FUTURE <small>The Accountable Health and Care Partnership</small>
November	December	January	February	March
Common Narrative:	Scope:	Governance and leadership arrangements:	Developing the Detail:	Formal Agreement:
"The Same Page"	What are we "accountable" for?	To take forward priorities	Work Programmes	Memorandum of Understanding
The Roadmap	What are our key deliverables?	Streamline decision making	Performance Resources	Forward Look
	What services/ organisations are in and out?	Release management and executive capacity	Assurance Framework	
	What are our priorities for action?			

- 2.22 The Partnership Leaders' Forum has agreed to explore five key tests to enable the Partnership to progress its approach to system-wide working and test the effectiveness of system-wide decision making. These five key tests are:
 - Single, Outcome-Based Accountability System
 - System-Wide Commissioning Function
 - Establish Neighbourhood Health and Wellbeing Teams
 - Delegated Authority/Freedom to Act
 - One Workforce

2.23 Work will continue on the five key tests as part of the Roadmap set out in paragraph 2.21.

Children and Young People

2.24 The Health and Wellbeing Improvement Priorities for the Programme include Children and Young People. A workshop was held on 25 October 2016 to consider and agree the key areas of focus for improving the health and wellbeing of children and young people. The workshop was attended by a range of professionals including representatives from both clinical commissioning groups, East Lancashire Hospitals Trust, Lancashire Care Foundation Trust and Blackburn with Darwen Public Health Department.

- 2.25 Following the workshop the Pennine Lancashire Care Professionals Board agreed the following priority areas for Children and Young People:
- Respiratory (asthma)
 - Accidents and injuries (including road traffic accidents)
 - Nutrition and physical activity (incorporating dental health, obesity and low weight)
 - 0-25s complex needs (physical and psychological/social)
 - Maternity.

2.26 A key part of the summer engagement activity was the commissioning of Blackburn with Darwen and Lancashire Healthwatch organisations to undertake engagement with young people. Amplify, the young peoples’ network in Blackburn with Darwen, assisted in the co-production of a survey which was then completed by 837 young people across Pennine Lancashire. A full report of the survey outcomes is available, and a summary of the key messages is shown below:

What are the four most important health issues for you?	What would you like to see that isn't currently available that would help you thrive (keep happy, healthy and well)?
<ul style="list-style-type: none"> • Self-Harm • Drugs • Smoking • Mental wellbeing • Having a mental health condition • Becoming ill/or living with a life limiting illness • Bullying • Concerns about self-image • School pressures • Financial pressures. 	<ul style="list-style-type: none"> • More readily available and accessible information about health, preventing illness, and living with illness and conditions • Employment opportunities • Mental health support including counselling support and information • Financial support • More leisure opportunities/facilities/activities • More social opportunities/support • More help/information/support for physical problems (asthma, diabetes)

2.27 In addition to the survey we also undertook, with the support of Dr Stuart Berry, a broadcast to primary schools promoting “summer holiday” health messages in the last week of the school term. This was commissioned through Learn Live. We used this as an opportunity to elicit views from children from the 12 schools who tuned into the live broadcast. An estimated 200 children viewed the broadcast. In addition, the broadcast and materials have been viewed as a recording by approximately fifty schools in the area.

2.28 During the live broadcast to 12 primary schools in the Pennine Lancashire area, we asked the teachers and the children for their views about what would help them live and keep happy, healthy and well. The key themes from this interaction were that children want to understand how to keep fit and active (they were interested in the mile a day idea, and what the optimum number of steps should be) and eat healthily (they were particularly interested in why sugar is unhealthy, and why vegetables and fruit are healthy!). They want to receive understandable information about prevention (avoiding sunburn, and accidents, and avoiding illness by keeping healthy) and they also wanted to understand common conditions and how to manage them (particularly respiratory conditions such as asthma).

2.29 Following the endorsement of the New Model of Care by the Pennine Lancashire Accountable Health and Care Partnership Leaders’ Forum, there is recognition that more detailed design now needs to be undertaken, along with consideration of the infrastructure required to deliver the New Model of Care. This work will include a focus on how the needs of children and young people are prioritised and responded as part of a holistic programme.

Further Information

- 2.30 Further information about the Programme is available from the Programme Team who can be contacted on 01282 644739 or via email: PennineLancsTransformationProgramme@nhs.net.

3. Conclusion

- 3.1 The Together A Healthier Future Transformation Programme continues to progress the detailed design of the New Model of Care and the development of a Shadow Accountable Care System. Further update reports, and copies of draft plans, will be provided to the Governing Body for comment and consideration.

4. Recommendations

- 4.1 ELCCG's Governing Body is recommended to
- To comment upon the progress towards developing a Local Delivery Plan for Pennine Lancashire
 - Note the timetable for the development of proposals for the Local Delivery Plan.

Dionne Standbridge
Programme Director
Together A Healthier Future Transformation Programme