

Report to Torbay Council Overview and Scrutiny Board
30th November 2016
Wider Devon Sustainability and Transformation Plan (STP)

Recommendation

That the Overview and Scrutiny Board:

- Notes the recent publication of the Wider Devon Sustainability and Transformation Plan
- Considers how the Committee can best be engaged in the Sustainability and Transformation Plan going forward

1. Purpose

The Devon Sustainability and Transformation Plan (STP) is a strategic framework that has been developed by NHS organisations in Devon working in partnership with Devon County Council, Plymouth City Council and Torbay Council. The framework for the development of joint strategic work programmes that covers the whole population of wider Devon, Wider Devon has a resident population of around 1,160,000 with just over half living in urban communities and just under half living in rural communities. The STP is the local plan to achieve the NHS 'Five Year Forward View' published in October 2014¹ and to address the challenges faced locally particularly those set out in the Case for Change².

The STP is designed to provide the overarching strategic framework within which detailed proposals for how services across Devon will develop between now and 2020/21. The purpose is that people residing in wider Devon will experience safe, sustainable and integrated local support. A key theme throughout the STP is an increased focus on preventing ill health and promoting people's independence through the provision of more joined up services in or closer to people's homes.

At the same time the STP is focused on closing the financial gap that exists, recognising that doing nothing is not an option and transformational change is essential to address the significant challenges faced by the local system. The partner organisations within the wider Devon system working together in relation to the STP are: NEW Devon CCG, South Devon and Torbay CCG, Plymouth Hospitals NHS Trust, Royal Devon and Exeter NHS Foundation Trust, Northern Devon Healthcare NHS Trust, Torbay and South Devon NHS Foundation Trust, South West Ambulance Service Trust, Devon Partnership NHS Trust, NHS

¹Five Year Forward View <https://www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf>

²Success Regime Case for Change <http://www.newdevonccg.nhs.uk/about-us/your-future-care/success-regime/case-for-change/101857>

England, Circa 160 GP practices, Virgin Care, Devon County Council, Plymouth City Council, Torbay Council, Livewell Southwest CIC, Devon Doctors, Healthwatch (Devon, Plymouth and Torbay) and Care UK and Voluntary and Community Sector Organisations.

A draft plan was submitted to NHS England in June with positive feedback. This draft has now been updated and was published on 4th November 2016 and is included as appendix 1.

2. STP overview

The STP is built around an aspiration to achieve, by 2021, a fully aligned sense of place, linking the benefits of health, education, housing and employment to economic and social wellbeing for communities through joint working of statutory partners and the voluntary and charitable sectors. In this context the partner organisations involved in the STP are united in a single ambition and shared purpose to create a clinically, socially and financially sustainable health and care system that will improve the health, wellbeing and care of the populations served.

In recognition of the growing physical and mental health needs of the population the STP sets out to achieve the ‘triple aim’ of the Five Year Forward View - to improve population health and wellbeing, experience of care and cost effectiveness per head of population. It also sets out to address key challenges as summarised below.

- People are living longer and will require more support from the health and care system. In excess of 280,000 local people, including 13,000 children, are living with one or more long term condition
- The system needs to respond better to the high levels of need and complexity in some parts of the population
- Some services such as stroke, paediatrics and maternity are not clinically or financially sustainable in the long term without changes to the way they are delivered across the system
- There is a difference of 15 years in life expectancy across wider Devon and differences in health outcomes – or ‘health inequalities’ – between some areas, particularly Plymouth
- Spending per person on health and social care differs markedly between the locality areas and is 10% less in the most deprived areas
- Mental health services are not as accessible and available as they need to be, driving people to access other forms of care with limited value from the intervention received. People with a mental health condition have poorer health outcomes than other groups
- There is an over reliance on bed based care - every day over 600 people in Wider Devon are medically fit to leave hospital but cannot for a variety of reasons
- The care home sector is struggling to meet increasing demand and complexity of need
- Almost a quarter of local GPs plan to leave the NHS in 5 years and there are significant pressures on primary care services. Some other services are particularly fragile due to high levels of consultant, nursing, social work or therapy vacancies
- Local health and social care services are under severe financial pressure, and health & social care services are likely to be £557m in deficit in 2020/21 if nothing changes.

The key focus of the STP will be on activities that will make the biggest difference to population health and financial recovery. Seven priorities have been identified.

These priorities are:

- Prevention
- Integrated care
- Primary care
- Mental health
- Children and young people
- Acute hospital and specialist services
- Productivity

Once the STP is finalised the transformation programme will include more detailed work and planning around each of these areas. Already there has been progress in development of a more integrated care model and planning for the acute hospital and specialist services review is well underway.

3. Next steps

Already there has been work in 2016/17 on early improvements and efficiencies that can be made. The community hospital configuration work in South Devon and Torbay CCG and model of care work as described in 'Your future care' for NEW Devon are both currently subject to public consultation. The STP also confirms plans to review acute and specialist services.

In relation to the published STP document the next step is for this to be considered and endorsed by the Boards all the organisations involved. In providing a framework for a programme of transformation it is essential that there is ongoing dialogue with patients, volunteers, carers, clinicians and other staff, public, local voluntary and community sector, local authorities and political representatives and an engagement plan is being developed for the whole STP, with targeted involvement and consultation on specific aspects of the STP where applicable.

It is important to note that the STP is designed to build on and expedite progress with current plans as well as introducing new areas of focus. Work will also advance on the detailed planning in relation to each of the seven STP priorities listed in section 2 of this paper. In addition to noting the latest position on the Wider Devon STP, it would be useful to consider with the Overview and Scrutiny Board how it and other stakeholders and public can best be engaged in the STP going forward including a further report to the Board at its next meeting.

Report presented by: Laura Nicholas, Director of Strategy
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Appendix 1: Wider Devon STP Published 4th November 2016
Appendix 2: Key lines of enquiry response
Appendix 3: Acute Services Review Briefing