



Shropshire, Telford & Wrekin

Sustainability and Transformation Partnership

STW STP Long Term Plan

December 2019

Shropshire, Telford & Wrekin STP

Shropshire, Telford & Wrekin Sustainability and Transformation Partnership (STP) is one of 44 STPs across England

Shropshire, Telford & Wrekin STP is made up of 8 health and social care partners

STP Partners

Shropshire Council	Telford & Wrekin Council
NHS Shropshire Clinical Commissioning Group	NHS Telford & Wrekin Clinical Commissioning Group
Shrewsbury and Telford Hospital NHS Trust	Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust
Midlands Partnership NHS Foundation Trust	Shropshire Community Health NHS Trust

Shropshire, Telford & Wrekin STP's Long Term Plan

- ▶ Shropshire, Telford & Wrekin STP's Long Term Plan sets out our ambitions for health and care for our residents over the next five years
- ▶ It is a response to the requirements set out in the national NHS Long Term Plan launch in January 2019
- ▶ It brings together the ambitious aspirations of our partners and how we will collaborate to bring about the necessary changes to health and care driving improvement and innovation for the benefit of local people and the staff delivering care

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Key milestones/next steps

- ▶ NHS Long Term Plan published - January 2019
- ▶ Shropshire, Telford & Wrekin STP long term plan submitted to NHSE/NHSI - 15 November
- ▶ Publication of our plan following pre-election period and NHSE/I approval
- ▶ Engagement on our plan and development of delivery plans -ongoing from January 2020
- ▶ Shropshire, Telford & Wrekin STP delivery plans submitted - end of March

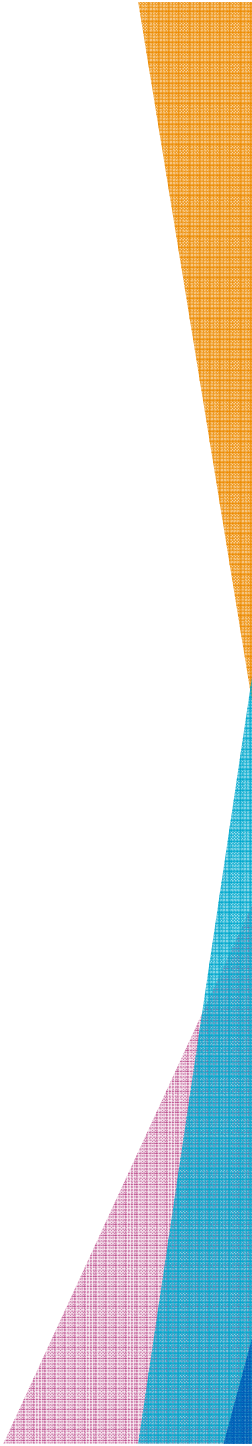
Long Term Plan - Chapters summary

Foreword	From our independent chair
Executive Summary	Summary of main document
Chapter 1: Our System Structure and Governance to support delivery of change	Building on previous plan, system & clinical leadership, governance, quality, ICS development, vision and narrative
Chapter 2: Shropshire, Telford & Wrekin at a glance	Demographics, deprivation & inequalities, life expectancy, premature deaths and mortality
Chapter 3: Population Health Management	How we are using data, evidence and insight to drive transformation priorities, population need and future demand
Chapter 4: Delivering a new service model for Prevention and Place based integrated Care	Overall approach to out of Hospital Care Prevention, Place based care, Primary Care, Frailty & End of Life Care

Long Term Plan - Chapters summary

Foreword	From our independent chair
Chapter 6: Acute Care Development	Hospital Transformation Programme, focus on Urgent & emergency care, maternity & neonatal services, Elective Care & Cancer
Chapter 7: Support Services	Non clinical (back office support) Clinical: Pharmacy, Pathology & Imaging programme to be fully worked up
Chapter 8: Our People	Workforce understanding, development of new roles to meet future need Transformation to support individual Clusters / Programmes
Chapter 9: Digital Enabled Care	Electronic records, information Governance, infrastructure & security Analysis, artificial intelligence
Chapter 10: Estates	Estate utilisation, building maintenance, energy efficiency, future estate requirement and estate efficiencies
Chapter 11: Financial Sustainability & Productivity	Setting out our financial position, efficiencies and expected financial trajectories

Chapter 1: Our System Structure and Governance to support delivery of change



Shropshire, Telford & Wrekin Together as One

Our Vision

We will work together with the people of Shropshire, Telford and Wrekin to develop innovative, safe and high quality services delivering world class care that meets our current, and future, rural and urban needs.

We will support people - in their own communities - to live healthy and independent lives, helping them to stay well for as long as possible.

As the world faces up to a climate emergency, we are committed to delivering an internationally recognised system known for its environmentally friendly services that make the best use of our resources.”

Together as One we will:

- ▶ Provide a greater emphasis on prevention and self-care
- ▶ Helping people to stay at home with the right support and fewer people needing to go into hospital
- ▶ Giving people better health information and making sure everyone gets the same high quality care
- ▶ Utilise developing technologies to fuel innovation, support people to stay independent and manage their conditions
- ▶ Attract, develop and retain world class staff
- ▶ Involve and engage our staff, local partners, carers, the voluntary & community sector and residents in the planning and shaping of future services
- ▶ Developing an environmentally friendly health and care system

Shropshire, Telford & Wrekin Sustainability and Transformation Partnership

Four Strategic Priorities

Support people in S,T&W lead healthy lives

Develop an integrated care system that joins up health and social care

Develop a system infrastructure

Improve communication and involvement

Five Delivery Clusters

Integrated Care System Development

Mental Health

Prevention & Place Based Care

Acute Care Development

Supporting Services

Enablers

Clinical

People

C&E

Estates

Digital

PHM

Finance

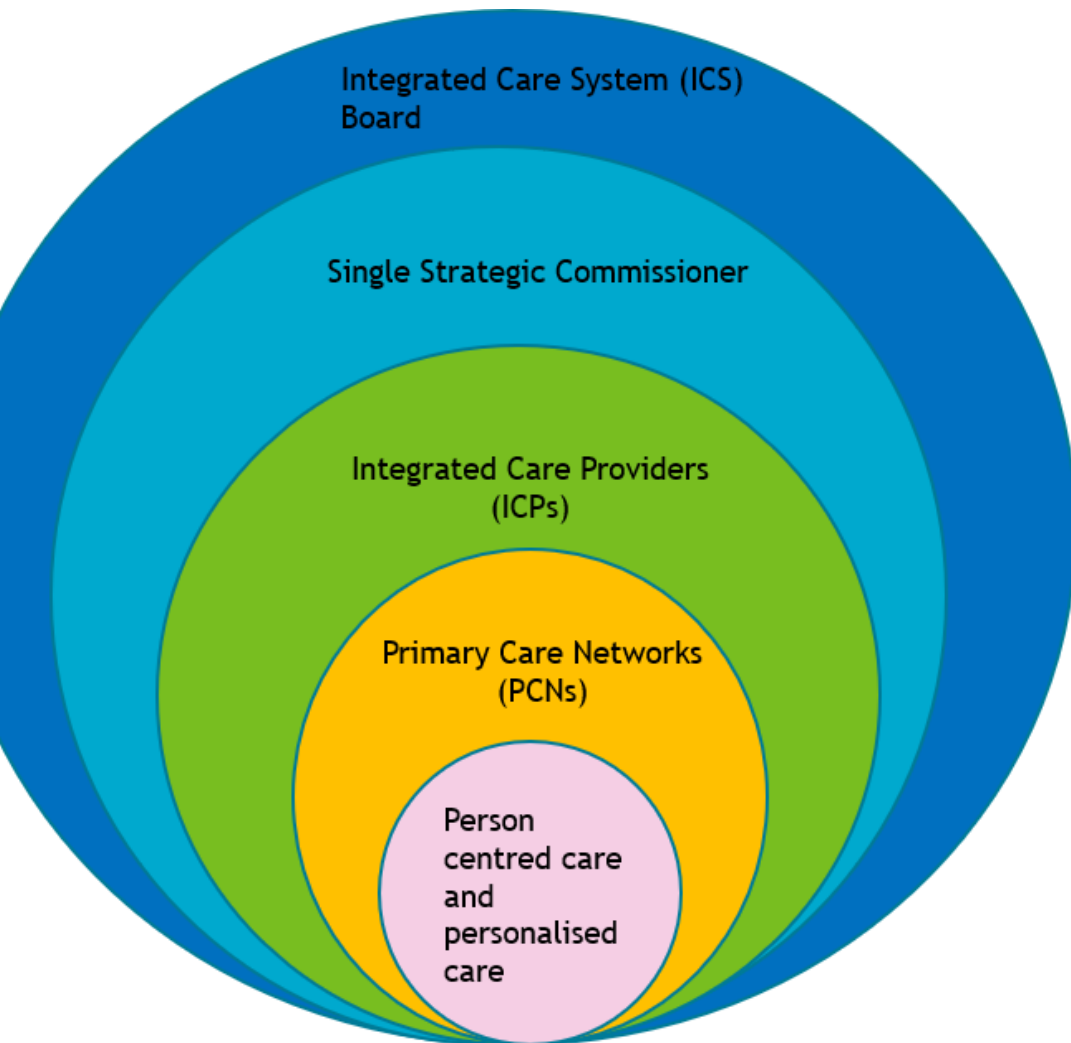
System Development to an Integrated Care System (ICS)

Our aim is for Shropshire, Telford & Wrekin to be an Integrated Care System (ICS) by **April 2021.**

The role of the ICS is to:

- ▶ provide health and care leadership
- ▶ take the lead in planning and commissioning for our population
- ▶ develop and oversee the implementation of an overarching health and care strategy
- ▶ oversee and facilitate the delivery of a safe, sustainable and effective health and care system
- ▶ drive transformational change which is sustainable

Our approach to system development



Key milestones/ambitions

- Shadow Integrated Care System (ICS) Board from January 2020
- Full ICS to be in place by April 2021
- Single CCG by April 2021 responsible for strategic commissioning
- Underpinned by:
 - Establishment of Integrated Care Provider arrangement
 - Development of Primary Care Networks

Chapter 2: Shropshire, Telford & Wrekin at a glance

- ▶ In this chapter, we describe our population's health and wellbeing.
- ▶ We look at:
 - the demographics and geography of the area,
 - the population
 - areas of deprivation
 - life expectancy
 - wider determinants of health.
- ▶ It is this understanding, underpinned by evidence, robust data and local insight that drives our key programmes of work.
- ▶ The detail relating to our priority areas are then covered within the associated chapters of our Long Term Plan.

Chapter 3: Population Health Management (PHM) - data, evidence and insight to support delivery transformation

Our vision is for the Shropshire, Telford and Wrekin's health and social care system to be data driven, intelligence-led and evidence-based to ensure the delivery of health and care services achieve the maximum population health impact.

Our priorities are:

Infrastructure

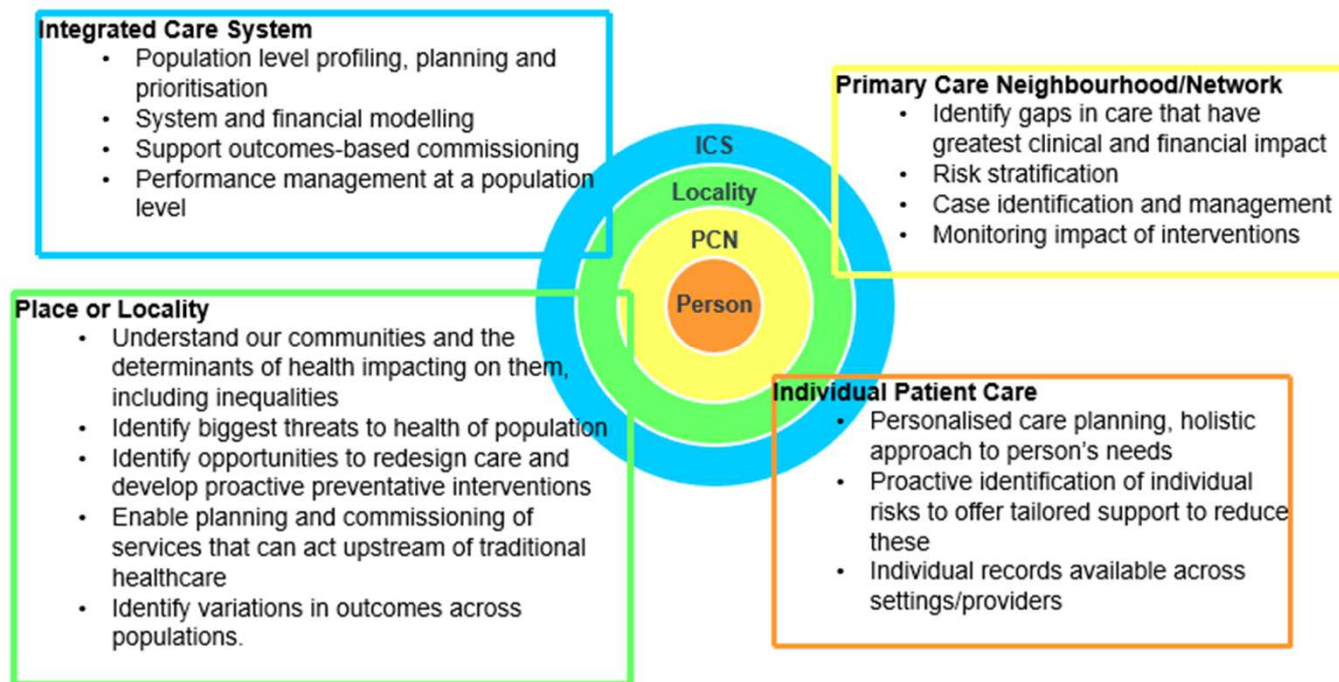
Information Governance

Digital

Engagement

Regional support programme

Wider determinants of health



Chapter 4: Prevention and Place Based Integrated Care delivering a new service model for the 21st century

Our vision is to keep people healthy for as long as possible, more independent and living at home, as well as helping to reduce health inequalities by improving the health and wellbeing outcomes for those who live in the more deprived communities.

Prevention and Inequalities	Place-based integrated care	Primary Care	Frailty	End of Life
and communities are thrive. People feel empowered to keep lives as well as they embedding on and centred care across ng we do.	Transformed out of hospital care; delivering as many services as possible in communities and as close to people's homes as possible; improving the way services are provided with a greater focus on helping people earlier and supporting people to manage their own health and wellbeing.	General Practice to continue as the bedrock of the NHS, aligned to place-based care, allowing flexibility for the workforce, delivering continuity and improved access for patients especially when facing complex health needs.	People will spend more of their lives living well and independently in their own homes for as long as possible, leading fulfilling lives with a lower requirement for personal self care.	To standardise EoL care so that everyone needing EoL care experiences the high quality, equitable and personalised care wherever they live.

Chapter 5: Mental Health Prevention and Wellbeing including Learning Disability and Autism

Our vision is to co-produce the best care to patients, people and families in our local communities by working effectively with partners to help people live well

Our priorities are:

- ▶ To promote good mental and physical health and prevent the development of mental disorders
- ▶ To develop resilient, emotionally healthy communities where people are open about their emotional and mental wellbeing
- ▶ When people need care and support, it will be provided in the right place, at the right time
- ▶ Fewer people will experience a mental health crisis and if they do, they will receive care in a place close to their home

Our strategy is to deliver

- Whole person
- Place-based care
- Using a whole population approach
- That addresses wider cultural and societal systems of disadvantage

Our approach is

- Co-produced
- Trauma informed
- Local and personal
- Psychologically informed
- Holistic

Chapter 6: Acute Care Development

We will work collaboratively to provide acute care and advice in different forms and address inequalities in outcomes. Patients will not always be required to come to a hospital. Where it makes sense to do so, we will undertake diagnostic tests before a hospital visit or on the same day. The scale of same day services will be larger than it is today. More planned hospital services will be open in the evening and at weekends. In some cases, we will be able to provide review and outpatient procedures even more locally than that, closer to home.

Hospital Transformation Programme	Urgent and Emergency Care	Elective Care
<p>the future system secures and £312m in two vibrant hospitals with a combination of emergency care on one site and planned care on the other.</p> <p>Key components are:</p> <ul style="list-style-type: none"> Emergency Centre comprising: one Emergency Department and one Critical Care Unit Planned Care Centre Urban Urgent Care Centres Local Planned Care (outpatients, diagnostics) on both hospital sites 	<p>Our community will have timely access to a consistent, high quality and safe urgent and emergency care service.</p> <p>Assessment and lifesaving treatment need to be available 24/7 provided by a multidisciplinary team in an environment conducive to a positive patient experience.</p>	<p>Enable sustainable elective care services through a combination of:</p> <ul style="list-style-type: none"> • Primary prevention • Improving efficiency of pathways and services • Developing strategic partnerships with other acute hospitals <p>The priorities are drawn from areas that indicate significant savings opportunities or areas where we have capacity and workforce constraints that will have a significant impact on sustainability for the medium to long term which will limit the ability to meet the needs of the local population.</p>
Maternity Services	Cancer Services	
<p>Our aim is to deliver safer maternity care, where choice and personalisation is at the centre of everything we do.</p>	<p>All residents receiving cancer diagnosis, treatment and after care in Shropshire, Telford & Wrekin, will have access to timely, state of the art treatment, allowing them the ability to live well following the end of their treatment.</p>	

Chapter 7: A Partnership People Plan

The vision is that by 2021 we materially improve the health and wellbeing of our populations, empowering our communities to be illness averted and independent for as long as possible, providing community based integrated health and social care models of care; and when needed, ensuring our patients receive the safest acute based services. Ambitions and priorities for delivery of transformed services in the future can only be achieved with a sufficient workforce with capability to provide services to meet local need.

STP Workforce Leaders and Groups



- OUTCOMES**
- Realise the vision
 - Improved outcomes for service users, families and staff
 - Better understanding of system workforce
 - Ability to optimise system workforce
 - Support and enable service improvement and redesign, especially across boundaries



Chapter 8: Support Services

We will work together to improve a range of non-clinical services (including our business support services such as human resources, finance, payroll etc, travel and transport and our green agenda) and clinical services by sharing best practice across all our partners to provide a more integrated way of working.

Non-clinical Business Support Services

Our vision is to deliver that are operating efficiently and effectively, contributing to a reduction in the financial deficit, with sustainable savings, simplified and standardised services, performance management and functions, achieving high quality and locally delivered support services.

Focus our attention on direct patient care delivery and look for efficiencies across the system using a shared approach to business support

Review and further transform established shared service arrangements

Agree the appetite for transformational change in order not to delay implementation of back office efficiency programmes

Make effective use of technology to support workforce and central business intelligence

Clinical Support Services

We will, through partnership working and external collaborations, ensure that pathways will become more efficient and effective to enable place-based care for our population.

The three clinical priority areas are:

- Pharmacy
- Diagnostic Imaging
- Pathology

Chapter 9: Digital Support for 21st Century care

Our vision is to enable the best possible care by making the right information available to the right people, at the right time and in the right place. Our priorities are:

- ▶ Electronic Records: Providing as much relevant patient information to carers in electronic format as possible.
 - Move the acute hospitals towards an Electronic only system of storing patient records.
 - Move the Robert Jones and Agnes Hunt Orthopaedic Hospital towards a new Electronic patient record system.
 - Join up citizen information from the organisations that already have electronic systems to present a single view of all records for each patient. This will be the Integrated Care Record.
 - Link with other areas on our borders in the national initiative for the Local Health Care Record
 - Ensure the patient/citizen is able to access and contribute to their own health record to enable them to understand and play a part in their own health and wellbeing.
- ▶ Analysis: With access to information, we want to be able to learn from it to improve outcomes for each individual, eventually using tools such as AI to search for matching diagnoses with the most successful treatment.
- ▶ Governance: Ensure we have the correct rules in place followed, to protect citizen data at the highest level, and at the same time ensure that it is available for use to provide the best care for the citizen and the population.
- ▶ The technical parts: set the standards to ensure the citizen information is secure on the devices used, and when in transit across the network. Also utilise best practice across the organisation to manage the technical estate to the highest standards.

Chapter 10: Estates

We put people first, we are 'people' and not 'building' focused.

STW STP Estates Strategy



'People' and 'Place' not 'Building' focused

Chapter 11: Financial Sustainability & Productivity

The health and care system in Shropshire, Telford & Wrekin faces significant financial challenges

- ▶ Funding for the two Clinical Commissioning Groups is set to increase to £850m by 2023/24, which represents an overall increase of £120m (3.1% per year).
- ▶ The future funding position for social care services remains uncertain until announcements regarding Fairer Funding mechanisms are made.
- ▶ the demands on our resources are growing faster than those available. As a result, our local health and social care services are under increasing financial pressure.
- ▶ both Clinical Commissioning Groups and SaTH are forecasting significant deficit positions in 2019/20. The pressure on the Local Government finance system funding Adults' and Children's Social Care and safeguarding services is equally challenging
- ▶ In simple terms, we are spending more money locally than has been allocated to us which is not sustainable. This makes the financial challenge greater in future years, and we are working hard to address this challenge in each of our organisations and working in partnership across the system

Chapter 11: Financial Sustainability & Productivity

Our plans aim to deliver clinical and financially sustainable services by:

- ▶ Delivering care more efficiently and improved deployment of our workforce
- ▶ Providing the right services at the right time in the right place for elective and non-elective care, including services within our acute and specialist hospitals and mental health, primary and community-based services
- ▶ Projects delivering savings across the system through better utilisation of Estates and non-clinical support services
- ▶ These improvements cannot be achieved without investment to support the changes in urgent and emergency care, planned care, prevention and care closer to home

Chapter 12: Next steps

Delivering the plan:

- We will do this by developing implementation plans for each of our key areas of work. These will need to show what our plans mean for the residents of Shropshire, Telford & Wrekin. They will provide the detail of how and when we will achieve our priorities and the difference these will make.
- We will align system capacity and capability to enable even greater focus on delivery
- We will make our Long Term Plan accessible to all of our stakeholders and continue are engagement, including our staff; local people; voluntary, community, faith and religious groups; seldom heard groups; politicians and everyone working in health and care across the county. We will ask for their views and to help us translate our ambitions and priorities into the delivery of safe, high quality health and care services to meet the needs of our local population.
- Our approach will be facilitated by the development of our Integrated Care System by April 2021 to begin the transition from planning into delivery