

Health and Wellbeing Board

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Paper title: STP Update

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1. Summary

This paper provides a regular update from the System Transformation Partnership. It covers six areas: ICS development; System Improvement Plan; Winter Planning; Transformation and Service Delivery and Workforce.

2. Recommendations

The Health and Wellbeing Board is asked to receive the update which will be accompanied by a brief presentation at the HWBB meeting to provide up to date information on each of the six sections and provide an opportunity for questions and discussion.

STP Update Report

ICS Development

In 2016, NHS organisations and local councils joined forces in every part of England to form Sustainability and Transformations Partnerships (STPs) to adopt a system approach and produce a five-year plan to the planning and delivery of health and care. Subsequently, NHS England and Improvement (NHSEI) provided a timeline for all STPs to progress towards becoming Integrated Care Systems (ICS) in a phased approach. The aim is that people can live healthier lives and get the care and treatment they need, in the right place, at the right time. Several STPs have already evolved into an ICS which allows them to work even closer together. Shropshire, Telford & Wrekin STP is currently undergoing NHSEI assurance and is on track to become an ICS in April 2021 as planned.

System Improvement Plan (SIP)

A System Improvement Plan has been submitted to NHSEI at the end of October. The Plan focuses on system working together to address some key challenges faced by SaTH, including:

- Reduction of emergency attendance and admissions
- Keeping people away from the front door
- Help with flow and discharge
- Implementation of NHS think 111 first
- Same Day Emergency Care (SDEC)
- The need to smooth the peaks in A&E demand and work with WMAS

Winter planning

The winter plan and supporting communications and engagement plans continue to be assured by NHSEI and a schedule of sequencing for all campaigns has been developed in order to communicate and engage with stakeholders, the Voluntary, Community and Social Enterprise Sector and the public.

In previously years, the 'Stay Well This Winter' campaign aimed to ease seasonal pressure on NHS urgent care and emergency services. It was designed to reduce the number of people who become so ill that they require admission to hospital. This campaign brings together flu, urgent emergency care, winter pressures and NHS 111 campaigns into one behavioural change programme.

This year, during the COVID-19 pandemic, the 'Help Us To Help You' campaign has encouraged patients to continue to use services in an appropriate way and the new campaign merges elements into a single, recognisable brand format for 2020 with three sections:

- **Access to Services** – promoting the need for patients to continue to seek care for cancer symptoms and other health issues
- **Flu** – the staff and public campaigns to encourage vaccination
- **Pressures** – launching a campaign in December to promote the NHS 111 First programme

Flu Vaccination Update

As flu and COVID-19 are circulating during winter, the consequences of disruption are more likely to impact on some groups, communities and localities more than others, resulting in a potential risk to increase health inequalities. The flu vaccine is one of the most effective interventions we have; those most at risk from flu are also most vulnerable to COVID-19.

To protect our most vulnerable, we are being proactive to increase flu vaccinations within primary care and aim to vaccinate 75% of our eligible cohort (which is a national target and recognises that this is also based on personal choice). We also intend to offer this to 100% (which is the national target) of health and social care staff. To make this happen, we have established a system operational delivery group and are developing a complementary system communications and engagement campaign to promote our key messages.

Plans to deliver flu vaccinations at scale include adopting a variety of approaches such as drive through services, linking with community pharmacies to deliver vaccines, as well as additional support from Shropshire Community Health NHS Trust who will support at home flu vaccinations to increase the delivery of all appropriate vaccines.

Our intention is to make every contact count in other settings such by working with local communities, clinicians, faith leaders as well as high priority areas such as ante-natal clinics, day assessments units, through midwives and through all primary care sites. This is on top of an expanded schools programme to include Year 7 for flu vaccinations.

We are also mindful of the potential for lower uptake in our Muslim and Jewish population due to the acceptability of vaccines with porcine content. This will require close working with local communities, early years settings, clinicians and faith leaders to provide the information, keep communication channels open and provide reassurances that this vaccine provides the best protection for their child compared, with all the alternatives and is delivered in a way that avoids injections.

Early figures indicate that uptake of the flu vaccine is good but we are keen to maximise coverage for our population particularly for those harder to reach groups such as in maternity patients and at risk groups.

To address this we will continue to promote awareness and understanding of the vaccine benefits through targeted communications.

Pressures - Think NHS 111 First

This is a national initiative being implemented across all STPs and ICSs in England. As has been the case for many years, it allows patients to call 111 to discuss their condition and be signposted to the correct services, such as self-care, pharmacy, GP or for hospital treatment. As part of the revised service, if a patient requires to self-attend an A&E department a time slot will be provided. This will provide a better patient experience as it reduces waiting times in the department and reduces the risk in this Covid 19 era. Patients will still be seen based on clinical need but by calling 111 their waiting times will be reduced. In future, those attending without calling ahead to 111 will be treated but provided with information on the new approach for future reference and to share with family and friends.

A phased approach is being implemented across England, with some schemes in other STP systems already up and running. Shropshire, Telford & Wrekin is undergoing a NHSEI assurance process, with a view for a 'go live' date in November. The phased approach allows the local system to learn from best practice elsewhere. Key stakeholder engagement has taken place and further engagement and planning is underway. The main communications and engagement elements of the plan will commence at the beginning of December in tandem with the national communications push. In the meantime, regular 111 service communications will be issued. Clear messaging is achieved through press releases and media interviews, websites, social media and through partners including the Healthwatch, VCSE organisations, patient groups and the SaTH Academy and membership schemes.

Monitoring and evaluation methodologies will be implemented and include surveys of randomly selected attendees at A&E, additional questions to be asked in the telephone follow-up to patients completing the Friends and Family Test, additional surveys on the websites of system partners and Healthwatch and through the provider membership schemes and patient groups. Monitoring and specific communications and engagement activity will be undertaken with seldom heard groups within the nine protected characteristics and those living in more rural areas and with people with mental health conditions and learning disabilities wherever possible.

Covid 19

The Shropshire, Telford & Wrekin system continues to meet under the critical incident management of workstreams feeding into Silver Command, which currently meets twice per week, which in turn feeds into Gold Command, which meets three times per week. Operational representatives from all STP system partners attend Silver, chaired by the Emergency Planning lead and CEOs attend Gold, which is chaired by the CCGs' Accountable Officer.

The Covid 19 response is led by Public Health England and the Directors of Public Health in Shropshire and Telford & Wrekin Councils attend Silver Command and are updated via PHE and their own teams on a daily basis with regard to the latest figures for areas such as cases, admissions, discharges, care homes and domiciliary care and the current situation on public outbreaks. Verbal updates on the latest position will be provided at the November HWBB through several of the agenda items.

With the commencement of a second lockdown in England, communications activity is informed by the national and regional NHSEI teams. System communications and engagement leads respond to media enquiries, plan interviews for radio and newspapers, update websites and social media. At the time of drafting this paper further clarity is still required from the Government on the exact details of the lockdown requirements and regulations.

As with all STPs across England, Shropshire, Telford & Wrekin has been tasked to make plans for the delivery of a Covid 19 vaccine once it becomes available. This activity includes planning for staffing and delivery, distribution and locations for delivery through fixed and community-based sites.

Transformation Delivery

The past three months have focused on supporting system-wide restoration and recovery of services that were restricted or stopped due to the demands facing our services during the first wave of the Covid-19 pandemic. It has been necessary to consider the impact on staffing, resources and infection control measures as we have reopened services across the whole system. Relocating services such as some trauma care to RJAH have allowed clinicians to prioritise the patients most at need and clinicians are to work together to undertake the most urgent elective operations.

The pandemic pressures required us as a system to work differently and the innovation and creativity shown by our staff have produced in some areas more efficient systems and improved patient experience. We continue to review these innovations and a number of these changes in including triage, digital consultations, greater community-based services and the way individuals' access, traditionally hospital based, care will continue. We want to lock in the learning, for example; enhanced use of digital processes like the 'attend anywhere' remote appointments. As we implemented elements of the transformation plans, we will measure the impact. As an example; as through necessity and design we move to more remote assessments we will review if patients' have the Wi-Fi access and privacy to enable them to have meaningful conversations.

Three STP Programme Boards agree and support the delivery of the transformation priorities. These are:

- **Community and Place Based programme board** has 10 priorities and are focussed over immediate, medium and long-term (2023/24) timeframes. Priorities include: Review of end of life care, redesign of end of life pathways and enhanced personalised care with social prescribing and community engagement. Redesign of some pathways for patients with long term conditions such as diabetes and respiratory conditions is necessary to improve the health outcomes. The board aims to review the wider system service model and look at how patients access health and social care aiming to reduce duplication and improve the experience for those trying to navigate their way around the services. In addition, the group aim to review and improve the shared pathways for children' needing review and treatment for physical health concerns.
- **Mental Health, Learning disability and Autism programme board** has an ambitious transformation plan to develop the care and support for individuals of all ages living with these challenges. There will be a particular focus on the development of crisis and home treatment services for children and young people. Aiming to reduce the likely hoodhood for the need to attend A&E and increasing the opportunities to be supported in more appropriate environments. The board will support the enhancement of mental health crisis support services for adults reducing unnecessary delays for treatment and inappropriate hospital admissions.
- **Acute and Specialist programme board** supports five key transformational programmes. Cancer transformational improvements to help achieve earlier diagnosis and treatment of cancers thereby improving health and reducing deaths. The maternity transformation plans are aimed at improving clinical outcomes for mothers and new-borns as well as enhancing the experience for our families. Reducing the use of tobacco in pregnancy, reducing stillbirth and brain injury rates all feature in the well-developed maternity plans. The hospital transformation programme (HTP formerly known as Future Fit) is a major part of the acute and specialist transformation plan. The HTP leads are able through the programme board to increase the system alignment with other transformational

programmes such as Muscular and Skeletal services and the fifth priority the reduction of unnecessary follow up appointments through the elective care transformation programme.

Each Board has agreed the priorities, provided leadership and will assure alignment with the winter plan and long term plan. Board concerns will be escalated via the system governance structures. Plan, progress and outcomes will be captured via a new system collaborative Team site that enables a system wide overview that helps supports a collaborative, pathway approach rather than an improvement approach in silo services or organisations.

Workforce

Our Local People Plan 2020/21 outlines our system response for Shropshire, Telford and Wrekin to the We Are the NHS: NHS People Plan 2020/21. Although it is an NHS People Plan, we are very much taking a system approach and working collaboratively with all partners across health and social care. Against each of the People Plan priorities we explore the initiatives that are “already in place” across the system along with those that are “planned for delivery in 2020/21” enabling us to meet Our People Promise. A comprehensive delivery plan has been developed to ensure the effective delivery for all our People Plan activity for 2020/21 and this includes key measurables/metrics.

We have five key priorities:

1. Looking after our people – health and wellbeing focus for our staff
2. Belonging to the NHS – equality, diversity and inclusion, and leadership and culture
3. New Ways of working and delivering care – digital innovation, education and learning and increasing participation
4. Growing for the future – attract, recruit and retain, as well as restoration and workforce planning
5. Focus on nursing

3. Risk Assessment and Opportunities Appraisal

(NB This will include the following: Risk Management, Human Rights, Equalities, Community, Environmental consequences and other Consultation)

4. Background

The STP was one of over 40 formed in 2016 to bring together NHS and Local authority organisations to deliver joined up system-wide health and care for the people of Shropshire, Telford & Wrekin. This paper is one of a series received by the HWBB to update on progress to develop and deliver plans for the next five years and reflects some of the current situation for winter planning, service restoration and workforce planning.

5. Additional Information

A brief Powerpoint presentation will be delivered at the HWBB meeting to provide up to date information and to facilitate questions and discussion.

6. Conclusions

To update on progress and to assure the HWBB that the STP continues to be on track towards becoming an ICS in 2021 and is delivering coordinated health and care for the people of Shropshire, Telford & Wrekin and to recognise the challenges faced by system pressures.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)
Cabinet Member (Portfolio Holder)
Local Member
Appendices