
Shropshire Council Health and Wellbeing Board

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Paper title: Sustainability and Transformation Partnership (STP) update

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1. Summary

This paper provides a regular update from the Sustainability and Transformation Partnership. It covers ICS development and Winter Planning, including Covid 19 and the vaccination programme.

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 the STP and provide an opportunity for questions and discussion.

REPORT

Integrated Care System development

By April 2021, Integrated Care Systems (ICS) will cover the whole country, growing out of the current network of Sustainability and Transformations Partnerships. The regulatory requirements are set out in within the NHS Long Term Plan (2019).

Partnerships will evolve to form an integrated care system, a new type of even closer collaboration with NHS organisations, in partnership with local councils and others, take collective responsibility for managing resources, delivering NHS standards, and improving the health of the population they serve.

Under this system, local services can provide better and more joined-up care for patients when different organisations work together in this way. For staff, improved collaboration can help to make it easier to work with colleagues from other organisations and systems can better understand data about local people's health, allowing them to provide care that is tailored to individual needs.

Working alongside councils and drawing on the expertise of others such as local charities and community groups, the NHS can help people to live healthier lives for longer, and to stay out of hospital when they do not need to be there. In return, integrated care system leaders gain greater freedoms to manage the operational and financial performance of services in their area.

White Paper - Working together to improve health and social care for all

On 11th February 2021, the Government published a white paper setting out proposals for health and care integration. The paper set out legislative proposals for a Health and Care Bill. It builds on the collaborations we have seen over the past few years, through COVID to shape a system that's better able to serve people in a fast-changing world.

At its heart, however, this bill is about supporting health and care system working.

The proposals build on the NHS Long Term Plan. They aim to:

- Remove the barriers that stop the system from being truly integrated, help integrated care systems play a greater role, delivering the best possible care, with different parts of the NHS joining up better; and the NHS and local government forming partnerships to address some of society's most complex health problems.
- Use legislation to remove transactional bureaucracy that has made decision making harder setting out a more joined-up approach built on collaborative relationships, so that more strategic decisions can be taken to shape local health and care. It's about population health: using the collective resources of the local system, NHS, local authorities, the voluntary sector and others to improve the health of local areas.
- Ensure a system that is more accountable and responsive to the people that work in it and the people that use it.

Link to the White Paper:

<https://www.gov.uk/government/publications/working-together-to-improve-healthand-social-care-for-all>

The Integrated Care System Delivery Plan

Shropshire, Telford & Wrekin STP is currently undergoing NHS England and Improvement (NHSEI) assurance and is on track to become an ICS in shadow form in April 2021 as planned.

As part of that assurance process Shropshire, Telford & Wrekin STP submitted to NHSEI a delivery plan for the year ahead which aims to demonstrate our achievements to date and ability to further achieve against four key domains:

- System leadership, partnerships and change capability
- System Architecture and Strong Financial Management & Planning
- Integrated Care Models
- Track Record of Delivery

Our submission commits to delivering **ten pledges** which have been co-produced by system partners. These are drawn from our Long Term Plan 2019 – 2024 - Improving Health And Care Outcomes For The Population of Shropshire, Telford & Wrekin, CQC observations and seminal reports such as Emerging Findings and Recommendations from the Independent Review of maternity services at the Shrewsbury And Telford Hospital NHS Trust.

The ten pledges set out in the foreword and introduction of our integrated care system application form the core of our delivery plan.

Pledge 1

Improving safety and quality

Making sure our services are clinically safe throughout the system, delivering the System Improvement Plan and tackling the backlog of elective procedures as a system. Specifically,

this pledge commits us to ensure SATH is rated 'Good' by CQC and that the Ockenden Review's findings are implemented. Across all our services we aim to use digital innovation and data to enable our workforce to drive improvements in quality and safety and improve outcomes.

Pledge 2

Integrating services at place and neighbourhood level

Integrating services at Place and Neighbourhood level – developing local health and care hubs to improve not just the physical but mental health of people, build on the principles of one public estate and the assets of individual communities, better manage the volume of hospital admissions and establish new models of care to best serve all our communities.

Pledge 3

Tackling the problems of ill health, health inequalities and access to health care

Working with our voluntary and community sector, and the public, we will agree measurable outcomes for accelerated Smoking Cessation, improving respiratory health, and reducing the incidence of type 2 diabetes and obesity. We will have a strategy for the implementation of segmented population health management (PHM) approach by April 2021 and undertake a post COVID-19 review of access to all services by September 2021.

Pledge 4

Delivering improvements in Mental Health and Learning Disability/Autism provision

Through our transformation programmes, working through whole system approaches, we will deliver improvements in quality of life for people with learning disabilities by March 2022 and meet the national milestones for mental health transformation by 2023/24.

Pledge 5

Economic regeneration

We recognise that economic regeneration will be essential throughout the pandemic and thereafter. For the citizens of Shropshire, Telford and Wrekin we aim to harness the potential of the health and care system together with wider public services to contribute to innovation, productivity and good quality work opportunities. In turn this will create economic prospects that will help improve the health and wellbeing of our population.

Pledge 6

Climate change

We will consult on a multi-agency strategy setting out our response to the threat of climate change by 30th June 2021. This will be designed to create a social movement across our system by agreeing and delivering carbon reduction targets.

Pledge 7

Leadership & Governance

We recognise that how we deliver and make decisions needs strengthening throughout and therefore we will review and revise our ICS Governance arrangements with a particular emphasis on place, neighbourhood and provider collaborative arrangements by 1st April 2021.

Pledge 8

Enhanced engagement and accountability

We will increase our engagement, involvement and communication with stakeholders, politicians and the public and develop a plan for this by March 2021. This will include ways of making the ICS more accountable to the citizens of Shropshire, Telford and Wrekin including committing to an annual report by September 2021 and starting to hold ICS Board meetings in public.

Pledge 9

Creating system sustainability

Building upon the work included in our LTP, we will produce a sustainable ICS Financial Recovery plan by April 2021 alongside a System People Plan committing to recruiting and retaining the best people in a supportive working environment. This Pledge will ensure we have system wide arrangements agreed for financial control and future financial allocations

Pledge 10

Workforce

Making our system a great place to work by creating environments where people choose to work and thrive and by building system leadership and a flexible co-operative workforce.

Being an integrated care system will allow us to draw together the strengths of all of our partners across the NHS and local authorities into a combined force that will deliver our transformation ambitions, our pledges, and create a financially balanced and clinically sustainable system. The integrated care model will drive a change in the way that care is delivered, making a change to more integrated and personalised care, which can deliver better outcomes for individual citizens.

Winter planning

The winter plan and winter communications and engagement plans are being enacted alongside the extensive Covid 19 programme of activity. Campaign sequencing for the planned activity has been influenced by the need to respond to the pandemic. Engagement with stakeholders, the Voluntary, Community and Social Enterprise Sector and the public continues. The main areas of activity are:

- Covid 19
- NHS 111
- Flu

Covid 19

The COVID-19 pandemic has now been a major focus of work across the health and social care sector for more than 12 months. During that time both organisations and individuals have had to deal with unprecedented challenges in responding to the most significant public health crisis of the last hundred years.

The Shropshire, Telford & Wrekin system continues to meet under the critical incident management of workstreams feeding into Silver Command, which currently meets three times 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 vaccination programme

The delivery of the Covid-19 vaccination programme will be the largest immunisation programme ever undertaken in the UK. The vaccination programme is led nationally by the NHS and locally by Shropshire, Telford and Wrekin STP's Covid-19 Vaccination Service. Delivery of the vaccine is being prioritised by the Joint Committee on Vaccination and Immunisation (JCVI) and those at greatest risk of harm will receive the vaccine first. Both

approved vaccine (Pfizer and AZ/Oxford) require two doses and the separation is up to 12 week to maximize 1st dose coverage. Other vaccines are progressing through mandatory approvals.

Vaccines are delivered by three different channels:

1. Vaccination centres or local pharmacy services – using large-scale venues these are accessed via the national booking service
2. Local vaccination services (GP-led services)
3. Hospital hubs

The priority groups identified by the Joint Committee of Vaccination and Immunisation (JCVI) are:

1. Residents in a care home for older adults, and their carers
2. Over 80s, frontline health and care staff
3. Over 75s
4. Over 70s, and clinically extremely vulnerable individuals
5. Over 65s
6. All individuals aged 16 to 64 with underlying health conditions
7. Over 60s
8. Over 55s
9. Over 50s

In Shropshire, Telford and Wrekin we are vaccinating people in line with national guidance from the Joint Committee of Vaccination and Immunisation (JCVI).

By 15 February 2021, there was a national target of offering the vaccine to the top four priority groups identified by the JCVI. In Shropshire, Telford and Wrekin (data accurate as of 14 February 2021) we have successfully offered the vaccine to all those in the top four priority groups and we have had very successful uptake with NHS England reporting a total of 78,317 of people aged 70 in the county receiving the vaccine, this is 96.1 per cent of people aged over 70 in Shropshire and 98.1 per cent in Telford and Wrekin. Including care home residents and those that are housebound.

Shropshire, Telford and Wrekin sites:

As of 24th February, there are 15 approved vaccination sites across Shropshire, Telford and Wrekin providing significant capacity and accessibility for residents and staff.

Large vaccination centre (appointments via national booking system):

- Telford International Centre
- Ludlow Racecourse
- Shrewsbury Indoor Bowls Centre, Sundorne Road

Pharmacy Services (appointments via national booking system):

- The Park Lane Centre, Woodside delivered by Woodside Pharmacy, Telford
- AFC Telford United, Wellington delivered by Wellington Pharmacy

Local Vaccination Services (appointments managed by GPs):

- Bridgnorth Medical Centre being delivered by GPs from the South East Shropshire Primary Care Network (group of local GP practices)
- Malinslee Healthcare Centre being delivered by GPs from the Teldoc Primary Care Network
- Severn Fields Medical Practice delivered by GPs from the Shrewsbury Primary Care Network
- Prees Medical Practice delivered by GPs from the North Shropshire Primary Care Network
- Church Stretton Medical Practice delivered by from the GPs South West Shropshire Primary care Network
- Audley Court (veterans' mental health charity Combat Stress) delivered by GPs from the Newport and Central Primary Care Network
- Wellington Medical Practice delivered by Wrekin from the Primary Care Network

STW Hospital Hubs (predominately for health and social care staff):

- Royal Shrewsbury Hospital run in partnership with Shrewsbury Primary Care Network
- The Robert Jones and Agnes Hunt Orthopaedic Hospital run in partnership with North Shropshire Primary Care Network
- Princess Royal Hospital run by Shrewsbury and Telford Hospital NHS Trust (SaTH) (*for frontline health and care staff only*)

Assisted Transport Arrangements.

Free transport has been provided via the Covid-19 helpline to those residents who are clinically vulnerable by the local authorities.

External communications

- Member and MP briefings
- Stakeholder updates (Joint HOSC, Healthwatch, patient participation groups etc)
- Targeted communications, particularly for specific stakeholders (eg care homes and social care staff) and around vaccine hesitancy and specific groups (eg BAME)
- Two-way engagement with VCSE, including Age UK, RA, disability groups
- Public communications through:
 - Media
 - Social media
 - Newsletters
 - Websites
 - On-site filming for multiple uses

Key messages

- Don't contact the NHS or your GP to arrange your vaccination. You will be contacted to make those arrangements.
- The rollout of the vaccination will be in accordance with the national prioritisation
- Remain vigilant. Be alert, safe, protect.

Promoting the uptake of the vaccine amongst ethnic minorities

We have in place a system wide group working on improving the uptake of the vaccination with our BAME communities. This is being chaired by the Director of Public Health for Telford and Wrekin and includes membership from across the whole of Shropshire, Telford and Wrekin.

We are working with various stakeholders, including BAME groups, our own health and care staff, businesses, and faith leaders to support positive engagement in the vaccine programme. This has been underpinned by a communication plan and toolkit and locally produced videos with clinicians and representative in different languages.

Data is now available which breaks down the vaccinations by ethnicity within individual ICS <https://www.england.nhs.uk/statistics/statistical-work-areas/covid-19-vaccinations/>

Update of Covid-19 on service provision

Due to the continued pressure on the NHS across the country as a result of the pandemic, some non-urgent services have been temporarily reduced or stood down. This has allowed hospitals and community services to redeploy staff to meet the most pressing need, create space to protect people through social distancing, and keep Covid and non-Covid patients separated. Where someone's booked appointment has been affected, they are contacted by their care provider.

We are reminding people that:

- If they have concerns for a new or an ongoing condition, they should contact their GP or health professional.
- Where they have an appointment it is important that they don't miss it - we have robust infection prevention measures in our GP practices, hospitals and community settings, making them safe for both patients and staff.
- If people need medical help they should contact NHS 111 first for advice and to make sure they access the most appropriate service for their health concern. If they have a serious or life-threatening illness or injury, they must continue to contact 999.

NHS 111 implementation update

The implementation of the NHS 111 programme has been monitored at a weekly steering group. From our performance monitoring, we are seeing lower rates of attendance of patients who do not require the services of an Emergency Department team (-17% by end Dec compared to baseline), and higher rates of appropriate referral into our urgent care treatment centres (UTC) at the Royal Shrewsbury Hospital and Bridgnorth and into our extended slots in general practice.

We continue to promote the use of NHS 111 First in our communications and across all available channels.

We are working with both Healthwatch's to run a survey to capture the experiences of our patients using our urgent care services, in particular their experience of and use of NHS 111 First. We anticipate the survey to be launched w/c 1st March and we will be promoting it across all STP channels and through wider stakeholders.