

## **DERBYSHIRE HEALTH AND CARE STRATEGY**

### **FINANCES STABILISING; MORE TO DO; TRANSFORMATION NOT CUTS**

#### **Backdrop**

The UK's welfare state is envied worldwide for giving every citizen free healthcare through whole population funding, as well as significant amounts of state-funded social care. It has been there for us all and saved lives and cared for family and friends in times of need.

Transformations in both the way we live our lives and modern medicine have seen huge changes in the role of the NHS and how services are offered. Thanks to this work we've all but eradicated previously deadly diseases such as polio and diphtheria and pioneered surgical breakthroughs like the world's first liver, heart and lung transplant.

But new pressures accompany this progress – with problems well publicised nationally. Social care, GPs and A&E are in greater demand than ever before. More of our population is elderly as conditions that would previously have been fatal, such as heart or breathing problems, can now often be managed with continuous treatment. Importantly, other factors such as housing, education and pollution might also have a significant impact on people's wellbeing and life expectancy.

Patient needs and choices are changing, with demand for quick access to increasingly complex care, often needed closer to wherever people call 'home' – from a variety of NHS and local authority providers. National policy has advised for a number of years now that where clinically suitable, patients should be supported by the appropriate health and social care professionals within their own communities.

However, there are recruitment challenges and skills shortages among important staff groups – perhaps unsurprising as the NHS is the fifth biggest employer in the world – and some services are provided from old, impractical buildings, unsuitable for modern health care.

Against this backdrop, budgets for all public services are stretched as they cope with the rising demand and costs. We're working more closely than ever before across health and social care to make sure that cash for Derbyshire patients in 2019/20 – more than £3.8 billion – is invested wisely for everyone. Despite saving millions of pounds over the last three years by improving the efficiency of how services run, and in some cases making the difficult decision to no longer fund services, we're still facing significant financial challenges across both the NHS and local authorities.

There are also still significant opportunities for the Derbyshire system to change the way in which we work so that we are adopting best practice from other parts of the country for the benefit of people locally and that we are making sure that we are getting best value for the Derbyshire pound, whilst at the same time improving the quality of services and support we are able to deliver.

The evidence shows that through changing the way services operate, we have a significant opportunity to make better use of public money, whilst at the same time improving outcomes for local people.

So the health and care system needs to change and update from 'business as usual' to 'fit for purpose'. As the financial situation stabilises, attention of the health and care system can be re-focused on the service transformation opportunities that are available to us. The budget is significant across health and local authorities: in the Derbyshire NHS alone the Derbyshire savings figure of £134m is dwarfed by the £1.6bn that is available to spend. Making more efficient use of the total budget and at the same time improving care and support, and making services more efficient, will in itself see the local health and care system get close to returning to financial balance.

It's far better to care for people and help them to look after themselves, than treat illnesses that were avoidable. Preventative services to keep people healthy remain a priority.

By re-organising how health and social care supports people we can make services more seamless, efficient and better for those using them. Improving IT systems to help different organisations work together for the people of Derbyshire is one of the major ambitions for the Department of Health and Social Care. For example, reducing unnecessary outpatient appointments will reduce waiting times and save money.

We will continue to talk to local people about these challenges to help everyone understand the opportunities available, as we seek to focus more care around patients and make sure the system works within budget.

The financial situation is now increasingly in hand, presenting opportunities to take a longer term view of the changes required. There is a lot more to do, and health and social care organisations in Derbyshire have been working together in partnership for some time to do this. And the Government has recently announced increases in NHS funding over five years, beginning in

2019/20 and asked the NHS to come up with a Long Term Plan for how this investment will be used.

### **NHS Long Term Plan and the Derbyshire STP**

Published in January 2019, the NHS Long Term Plan articulates the way in which services need to change over the next five years. Joined Up Care Derbyshire, the local Sustainability and Transformation Partnership (STP), is tasked with agreeing how the NHS Long Term Plan will be implemented locally, building on the priorities identified in the original STP submission in 2016 and describe how we will become an Integrated Care System by April 2021.

There is strong commitment from all partners in the Derbyshire health and care system to refresh these plans to maintain the focus on local priorities and introducing new national priorities. Marrying these national directions in health with social care with other schemes in housing, education and other sectors can give a truly joined-up approach to provide local people with the best start in life, a healthy life, and a good and well-supported old age.

Crucial to the development of plans will be the involvement of local people, staff and other stakeholders in how the local implementation of these priorities will happen. As the health and care system is in the process of setting the local priorities on which to focus, a parallel engagement programme is being developed to help inform the plan. It is anticipated that this engagement will commence in June, with interested patients being invited to discuss emerging plans with system leaders.

### **The Derbyshire STP Refresh Process**

The ambitions contained in the NHS Long Term Plan have already been extensively engaged on with a wide range of stakeholders by NHS England. What's next is for local authority and local NHS organisations in the Derbyshire system to develop a local STP plan for the next five years, which sets out how we intend to translate the NHS Long Term Plan into local action, how we will become an Integrated Care System by April 2021. Importantly, given the significance of housing, education and other factors of people's health, we can only improve the outcomes for the people of Derbyshire if we all work in partnership. This will build on the STP plan originally submitted in October 2016.

To do this, the aim is to co-produce the refresh of Derbyshire's local STP plan with a wide range of stakeholders, to ensure people have the opportunity to shape the plan in a way that matters to them. There will be a comprehensive engagement programme enabling local people to discuss plans at different levels, whether that is based on where they live or which areas of health and social care they are interested in.

The refresh will:

- Be outcomes-driven so that the citizens of Derbyshire ‘have the best start in life, stay well, age well and die well’
- Deliver the ‘quadruple aim’ of better health, better care, better value, best place to work
- Focus on making improvement in wider determinants of health such as housing, education and air pollution management leading to improved outcomes for people in Derbyshire. In doing so, ensure that partners beyond the NHS are involved developing and subsequently delivering our five year plan
- Ensure there is a stronger focus on addressing inequalities and population health management
- Be informed and developed through strong engagement with people, patients, staff and wider stakeholders
- Focus on people not patients.

The review will be undertaken across eight areas of care:

1. Planned Care
2. Urgent Care
3. Mental Health
4. Learning Disability and Autism
5. Maternity
6. Children’s Services
7. Cancer
8. Place

The timetable for the STP refresh is:

Action	Deadline
Review the original Derbyshire STP Case For Change, to re-confirm local health priorities	End of May 2019
Workstream priority and progress review, including NHS Long Term Plan areas	By mid-June 2019
Stakeholder engagement sessions to further inform and update plans	By mid-July 2019
Consolidation and write-up of STP refresh	By 8 August 2019
JUCD Board Review	15 August 2019
Trust Boards and Governing Body sign-off	Throughout September 2019
Final submission to NHS England	End of September/early October

Details of how local people can get involved in the review and have their say will be published at [www.joinedupcarederbyshire.org.uk](http://www.joinedupcarederbyshire.org.uk) and via other local channels.