

Health and Adult Social Care and Communities Overview and Scrutiny Committee

Date of Meeting: 06 February 2020

Report Title: The Cheshire East Health and Care Partnership Five Year Plan

Portfolio Holder: Cllr Laura Jeuda, Portfolio Holder Adults Social Care and Health

Senior Officer: Mark Palethorpe, Acting Executive Director of People

1. Report Summary

- 1.1. NHS England requires each Sustainability and Transformation Partnership area (now known as Health and Care Partnerships) to achieve Integrated Care System status by April 2021 and as their response to the NHS England Long Term Plan (published January 2019) to prepare Five Year Strategies. The Cheshire and Merseyside Health and Care Partnership (C&MH&CP) submitted its Strategy in November 2019. To inform the Strategy, the Partnership had asked that each of the nine 'Place based' health and care partnerships in Cheshire and Merseyside (aligned to the local authority geographies) develop their own Five Year Plans.
- 1.2. The draft Cheshire East Partnership Five Year Plan was shared with residents and staff through an engagement exercise over the summer (1st August to 23rd August) and was presented to the Adult Social Care and Communities Overview and Scrutiny Committee in September 2019. The Plan was endorsed by the Health and Wellbeing Board, Cabinet and other partner organisation's governing bodies during the late Autumn and was then submitted to the Cheshire and Merseyside Health and Care Partnership.
- 1.3. The Plan is attached as Appendix One, together with its Technical Appendix as Appendix Two. It sets out the vision of the Partnership (made up of the Local Authority, the Clinical Commissioning Groups, NHS Providers, the local GPs – and through the Health and Wellbeing Board, the Police and Fire and Rescue Service, the community and voluntary sector, NHS England and Healthwatch). This vision is to improve the health and wellbeing of local communities, enabling people to live longer and

healthier lives. We will do this by creating and delivering safe, integrated and sustainable services that meet people's needs by the best use of all the assets and resources we have available to us. Wellbeing comes from everyone taking ownership of what they can do for themselves and their community, with support available and focussed when and where it is needed.

- 1.4. The Plan sets the agenda for the transformation of health and care services in Cheshire East to ensure the provision of a clinically and financially sustainable system that delivers improved health outcomes for our population.

2. Recommendations

- 2.1 That the Health and Adult Social Care and Communities Overview and Scrutiny Committee note the Cheshire East Partnership Five Year Plan and the framework that it sets for the future of health and care services in Cheshire East.

3. Reasons for Recommendations

- 3.1. To ensure that the Scrutiny Committee is aware of the strategic context within which health and care services are working and the drivers for change that are influencing the planning for service transformation and improvement.

4. Other Options Considered

- 4.1. The Local Authority and Health partners could have chosen not to engage with the work of the Cheshire and Merseyside Health and Care Partnership. However, with Health and Social Care Integration a key element of the NHS Long Term Plan and a priority of the Department of Health and Social Care, it is important that we are active partners in this work to influence discussions and decisions. In focussing on better outcomes for our residents and particularly those in need of health and / or care services, this willingness to be active partners is a key requirement.

5. Background

- 5.1. The Sustainability and Transformation Partnerships were formed in 2015/2016 as a result of the NHS England 'Five Year Plan's' aspirations to see closer working across health and care and progress being made towards integrated provision. There was also an imperative to make more effective use of resources across the system. The Cheshire and Merseyside STP was formed in January 2016, a partnership of the twelve clinical commissioning groups, twenty NHS provider organisations (hospitals, community and mental health trusts) and the nine local

authorities. The STP was re-branded as the Cheshire & Merseyside Health & Care Partnership in 2017.

- 5.2. The publication of the NHS Long Term Plan in January 2019 has re-emphasised the importance of these Partnerships in the NHS future plans, with the transition to Integrated Care Systems (ICS) being the aspiration for each regional partnership by 2021. Achieving ICS status will bring additional resource and a level of autonomy for the Partnership in its decision making. The Five Year Strategy is a key element of this, demonstrating that the C&MH&CP has the maturity and ambition to deliver what NHS England expects from the ICS. Similarly the Place-based Five Year Plans need to show that there is a common vision for the provision of health and care services within that area, with a good understanding of the local challenges, a commitment from local partners to work together and clarity in relation to what needs to be delivered.
- 5.3. The Cheshire and Merseyside Health and Care Partnership (and its equivalents elsewhere in the country) and local place-based health and care partnerships are seen by NHS England as a pragmatic way to join up planning and service delivery across primary and specialist care, physical and mental health and health and social care.
- 5.4. The 2019-2020 Plan on a Page is attached as Appendix three. This sets out the areas of work that the C&MH&CP is focussed upon and the work-streams that are ongoing. There are three main elements:
 - Activity to be delivered through the nine Place-based partnerships that focuses upon the local systems in relation to community based models of care and primary care development;
 - Core work across all Cheshire and Merseyside partners to ensure a sustainable acute sector, improved provision for mental health and learning disability and better joint working in relation to procurement, and back-office services. Prevention and early intervention is also recognised as being critical to achieve the population health changes that are required across the C&MH&CP geography
 - A number of clinical work-streams, that bring together clinicians and other professionals from across all nine areas to identify improvements in practice that can deliver better care, better outcomes and more efficient provision of services.
- 5.5 These are underpinned by enabling work-streams focussed upon overcoming the workforce challenges currently faced by health and care organisations; making the most of new technology; more effective use of buildings and other infrastructure and, crucially, the financial sustainability of the whole system.

- 5.6** The Cheshire East Partnership is engaged with the work of the C&MH&CP and this is influencing what occurs locally and needs to be taken into account as we plan our local delivery, transformation and improvement.
- 5.7** With regard to the Cheshire East Partnership Five Year Plan, the draft Plan was shared with the public from 1st to 23rd August and submitted (as a draft) to the C&MH&CP at the end of August. A revised Plan that incorporated changes initiated through the engagement process was taken through the governing bodies of the Partners for endorsement. The final endorsed version was submitted to the Cheshire and Merseyside Health and Care Partnership at the end of October.
- 5.8** The Cheshire East Partnership Plan sets out the vision of the Partnership (made up of the Local Authority, the Clinical Commissioning Groups, NHS Providers, local GPs – and through the Health and Wellbeing Board, the Police and Fire and Rescue Service, the community and voluntary sector, NHS England and Healthwatch). This is to improve the health and wellbeing of local communities, enabling people to live longer and healthier lives. We will do this by creating and delivering safe, integrated and sustainable services that meet people’s needs by the best use of all the assets and resources we have available to us. Wellbeing comes from everyone taking ownership of what they can do for themselves and their community, with support available and focussed when and where it’s needed.
- 5.9** The focus of the Partnership is upon:
- 5.9.1 Tackling inequalities, the wider causes of ill-health and the need for social care support through an integrated approach to reducing poverty, isolation, housing problems and debt;
 - 5.9.2 Prevention of ill health through early intervention, health improvement and creating environments that support and enable people to live healthily;
 - 5.9.3 Ensuring our actions are centred on the individual, their goals, the communities in which they live and supporting people to help themselves;
 - 5.9.4 Having shared planning and decision making with our residents.
- 5.10** The key outcomes that the Partnership aspires to achieve are:
- 5.10.1 To create a place that supports health and wellbeing for everyone living in Cheshire East;
 - 5.10.2 To improve the mental health and wellbeing of people living and working in Cheshire East;

5.10.3 To enable more people to live well for longer in Cheshire East;

5.10.4 To ensure that children and young people are happy and experience good physical and mental health and wellbeing.

5.11 The Cheshire East Place Partnership has established a number of work-streams to take forward the delivery of the Plan and the Technical Appendix. Together, these form the framework for developing and implementing the solutions that will ensure a sustainable health and care system over the next five years.

5.12 The work-streams are:

- Acute Sustainability (linked closely to the work at a Cheshire and Merseyside level);
- Integrated Care Partnership, establishing an alliance of providers to deliver integrated health and care services;
- Care Communities, developing plans for improved community based health and care, moving care closer to home and reducing, where possible, the need to access hospital services;
- Integrated Commissioning across health and social care;
- Finance;
- Communications and engagement;
- Back office / shared services, identifying opportunities to work across organisations more efficiently;
- Workforce and Organisational Development;
- IT / Digital;
- Estates.

NB where a work-stream mirrors one of those working across Cheshire and Merseyside, the respective Senior Responsible Officer is connected in to the C&MH&CP work to ensure the Cheshire East thinking aligns with that across the Cheshire and Merseyside geography, and feeding in progress from Cheshire East.

5.13 The Cheshire East Health and Care Partnership work is overseen by a Partnership Board with an independent Chairman and an Executive Group (chaired by the Council's Executive Director of People).

6 Implications of the Recommendations

6.5 Legal Implications

6.5.1 Cheshire East is a member of C&MH&CP which asked each of the nine 'place based' health and care partnerships (of which Cheshire East is one) to develop their own Five Year Plans. These were to inform its Strategy in response to the requirements set by NHS

England in the Long Term Plan published in January 2019, for each Sustainability and Transformation Partnership area to prepare Five Year Strategies. It should be noted that the Council has not at this stage, signed the Cheshire East Partnership's Memorandum of Understanding, because of concerns regarding the different funding streams that the NHS and the Authority draw upon.

- 6.5.2 There was no formal requirement to consult on the contents of the Cheshire East Place Partnership Plan at this stage but there has been a period of public engagement, which took place over the summer 2019.
- 6.5.3 The Governing Bodies of the Partner organisations of the Cheshire East Place Partnership have all endorsed the Plan.
- 6.5.4 Partnership organisations have had due regard to the Public Sector Equality Duty contained in Section 149 of the Equality Act 2010 when exercising relevant functions.
- 6.5.5 Any proposed Service changes that may be developed as part of the ongoing work to implement the Partnership Plan will be subject to the appropriate formal consultation and consideration by the Health and Adult Social Care and Communities Scrutiny Committee and individual agency governance arrangements.
- 6.5.6 There is an explicit expectation from NHS England that NHS partners deliver on the Long Term Plan (see section 9).

6.6 Finance Implications

- 6.6.1 There are no financial implications for the Council at this point. However, if these implications emerge, then formal approval will be sought prior to any agreements being signed off. The level of financial challenge within the NHS in Cheshire East is significant and the Council and Partners will be closely monitoring the potential risks that might emerge as the work to implement the Plan gets underway.

6.7 Policy Implications

- 6.7.1 The delivery of the Plan will significantly contribute to the Council's six Priority Outcomes.

6.8 Equality Implications

- 6.8.1 The Plan recognises the disparities in health and wellbeing that are identified through the Joint Strategic Needs Assessment and includes a focus upon reducing inequalities.

6.9 Human Resources Implications

6.9.1 In the short term there will be closer working between health and care staff and joint commissioning of services. In due course, as the Plan implementation gets under way there may be integration of health and care staff proposals that are put forward and these will be managed in accordance with appropriate HR guidance and protocols.

6.10 Risk Management Implications

6.10.1 The Place Programme Management Office maintains a Risk Log for the transformation programme and will monitor progress made against the Plan's aspirations. A failure to deliver the work required will raise the risks with regard to the financial and clinical sustainability of the health and care system.

6.11 Rural Communities Implications

6.11.1 The work underway to deliver the Plan (including our eight Care Communities), recognises the challenges of providing services within the more rural communities. Closer working between providers, the delivery of more services in the Care Communities and increased use of digital services are some of the ways that will be used to improve accessibility and delivery to the rural populations.

6.12 Implications for Children & Young People/Cared for Children

6.12.1 The Cheshire East Partnership is working to transform health and care services for the whole population, from cradle to grave and this is reflected in the Plan. Delivering improvement in health and wellbeing for our children and young people is one of the priority outcomes.

6.13 Public Health Implications

6.13.1 There are significant implications for public health with the outcomes of the Plan being intended to deliver improved health and wellbeing outcomes.

6.14 Climate Change Implications

6.14.1 A key element within the Plan is to encourage individuals to take responsibility for their own health and wellbeing and lead more healthy lifestyles. Through the promotion of active transport options, (cycling, walking) and thus reduced car usage, there could be beneficial climate impacts. In addition the Partners recognise the need for their organisations to be making greater contributions towards reducing their carbon footprints and are actively progressing this. The NHS Long Term Plan requires all NHS organisations to work towards reducing carbon, waste and water use.

7 Ward Members Affected

7.1 All Wards will be affected.

8 Consultation & Engagement

8.1 Public engagement took place from 1st to 23rd August 2019. It would have been preferable for this to be longer, but the timeline for submission on 30th August made this impossible. The Plan was presented to Overview and Scrutiny Committee on 12th September and has been before the governing bodies of all Partner Organisations. It was endorsed at the Health and Wellbeing Board on 24th September 2019.

9 Access to Information

9.1 The NHS Long Term Plan and associated documents can be accessed here <https://www.longtermplan.nhs.uk/>

9.2 A summary of the NHS Long Term Plan is here:
<https://www.longtermplan.nhs.uk/wp-content/uploads/2019/01/the-nhs-long-term-plan-summary.pdf>

10 Contact Information

10.1 Any questions relating to this report should be directed to the following officer:

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