

# **DEVELOPING THE HAMPSHIRE AND ISLE OF WIGHT NHS LONG TERM STRATEGIC DELIVERY PLAN**

## **1. INTRODUCTION**

1.1. This paper has been drafted to update the Hampshire HASC STP Working Group on the process and progress in developing an NHS Long Term Strategic Delivery Plan for Hampshire and the Isle of Wight. The requirement to develop a Hampshire and Isle of Wight response to the NHS Long Term Plan was set out in the NHS Long Term Plan Implementation Framework [LTPIF] published in June 2019. The LTPIF set out the approach Sustainability and Transformation Partnerships (STPs) / Integrated Care Systems (ICSs) are asked to take to create their five-year strategic plans by November 2019 covering the period 2019/20 to 2023/24. These plans need to be based on realistic workforce assumptions and deliver all the commitments within the Long Term Plan.

## **2. DELIVERY MILESTONES**

2.1. Each STP / ICS is required to submit a Long Term Strategic Delivery Plan [LTSDP] by 15 November 2019. The South East Regional Office of NHS England and Improvement has issued supplementary guidance confirming the following interim milestones:

- submission of draft plans to SE Region – 27th September 2019
- submission of final plans to SE Region for moderation – 1st November 2019
- submission of final plans to national team – 15th November 2019

2.2. Aggregation of all STP / ICS Plans will then take place in November and early December 2019.

## **3. NATIONAL EXPECTATIONS OF SUSTAINABILITY AND TRANSFORMATION PARTNERSHIPS**

3.1. The NHS Long Term Plan is the national strategy for the local NHS over the coming five years. The responsibility for the local health and care system is to plan for the delivery of 496 commitments contained within the Long Term Plan. We do not have discretion over whether to implement these commitments. We do have some discretion as to the prioritisation and phasing of a limited number of these commitments to reflect the needs of local communities. For the majority of commitments, however, the timing of delivery is either prescribed or linked to the availability of investment resource.

3.2. The NHS Oversight Framework 2019/20 published in September 2019 sets out the 65 metrics all systems will be measured against, falling into the categories set out in the Long Term Plan Implementation Framework.

3.3. NHSE/I have also recently confirmed their expectations of STP / ICS LTSDPs:

<b>LTP commitments</b>	<ul style="list-style-type: none"> <li>• Defines how all the <b>commitments in the LTP</b> will be met, with a specific focus on the delivery of foundational commitments? (see chapters 2 and 3 of the Implementation Framework)</li> </ul>
<b>Activity and performance</b>	<ul style="list-style-type: none"> <li>• Reflects <b>realistic assumptions for patient activity</b> that enable <b>delivery of national access standards</b> under the NHS Constitution and the clinical review of NHS access standards once published?</li> </ul>
<b>Workforce</b>	<ul style="list-style-type: none"> <li>• Reflects <b>realistic assumptions for workforce planning</b> based on the interim NHS People Plan, including the steps to improve recruitment and retention?</li> </ul>
<b>Financial balance</b>	<ul style="list-style-type: none"> <li>• Is <b>financially balanced</b> based on the assumptions and financial allocations in the Implementation Framework (see Annex A and B) and with appropriate 'stretch' to take up the efficiency and productivity opportunities?</li> </ul>
<b>Robustness and realism</b>	<ul style="list-style-type: none"> <li>• Is <b>robust and realistic</b>, demonstrating that plans can be delivered, with internal consistency between each element of the plan and a clear link to operational plans by the use of the strategic planning tool and sign-up by each organisation?</li> </ul>
<b>System-wide working</b>	<ul style="list-style-type: none"> <li>• <b>Reflects system-wide working</b>, delivering for patients across the whole system of care with strong engagement from all of the system partners? All plans must be clinically-led, locally owned and developed with local authorities. There should be demonstrable alignment of partners' contributions throughout the plans.</li> </ul>

The LTSDP is not a legally or contractually enforceable plan. Inevitably the plan will change and adapt over the course of the five years. There is, however, an expectation that partner organisations sign up to the Plan and that its content will strongly shape Operational Plans for 2020/21.

#### 4. HAMPSHIRE AND ISLE OF WIGHT AMBITION AND DELIVERY ARRANGEMENTS

4.1. In June 2019 the Hampshire and Isle of Wight STP Executive Delivery Group (drawing Chief Executive representation from all partner organisations) reviewed the NHS LTPIF and agreed the following actions:

- establish a Long Term Strategic Delivery Plan [LTSDP] Steering Board, chaired by Paula Head (CEO of University Hospitals NHS Foundation Trust) to lead the the development of the LTSDP;
- commitment to the following objectives:
  - To be clear about the vision, mission and major priorities of HIOW STP;
  - To determine the priorities for the delivery of the LTP;
  - To work together over the next five years to deliver the LTP, improving outcomes for people in Hampshire and the Isle of Wight;
  - To develop local outcome measures to track improvement;
  - To develop a plan that delivers improved outcomes for local people and supports long term sustainability;

##### Hampshire and Isle of Wight Long Term Plan Development Structure

4.2. The HIOW LTSDP Steering Group was established in June 2019 with the following membership:

- Chief Executive, University Hospital Southampton NHS Foundation Trust
- Chief Executive, Partnership of Hampshire and Isle of Wight CCGs, Southampton CCG, West Hampshire CCG
- Asst. Director Adult Social Care, Hampshire County Council)

- Clinical Transformation Director, HIOW STP
- Clinical Transformation lead, HIOW STP
- STP Director of Transformation and Delivery
- Managing Director, Southampton City CCG and STP Finance Lead

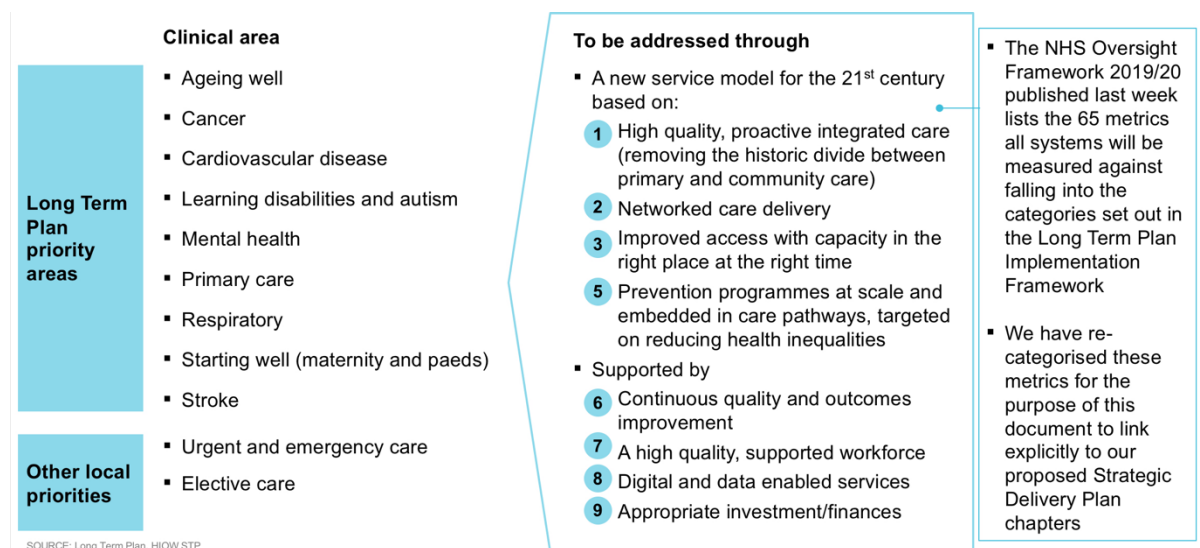
## 5. PROGRESS TO DATE

5.1. The following work has been completed to date:

- Developed a comprehensive case for change and Hampshire and Isle of Wight joint strategic needs assessment;
- Developed a strong understanding of the views and needs of the Hampshire and Isle of Wight population.
- Co-produced a vision, mission and values statement with partners, clinical leaders and the wider system, including Healthwatch;
- Tested and refined the case for change with clinicians, third sector partners, elected representatives – 4 July 2019;
- Reviewed current progress against the 496 commitments in the LTP and assessed the distance to delivery;
- Developed a finance, activity and workforce model;
- Developed baseline of current STP performance against LTP metrics;
- Agreed in principle the structure of the HIOW LTSDP response;
- Agreed the leadership arrangements and responsibilities for the LTSDP;
- Tested proposed priorities and confirmed key decisions that still require resolution.

### Proposed Structure of the Hampshire and Isle of Wight Long Term Strategic Delivery Plan

5.2. The EDG have supported the following structure for the LTSDP:



## 6. ENGAGEMENT AND INVOLVEMENT

- 6.1. Following the publication of the Long Term Plan, health and care partners have continued to work with the people we serve and our partners to decide what the plan means for the care we deliver. Since the publication of our sustainability and transformation plan in 2016, system partners have engaged with over 10,000 members of their communities, staff and stakeholders to understand their views on key topics. This engagement has given us a strong understanding of local issues, attitudes, and concerns and our approach, in developing our response to the LTP, has been to build upon, rather than duplicate, this extensive work.
- 6.2. It is essential that the views and experiences of local people are at the heart of our plans, driving forward the changes needed to improve local services. We believe in on-going conversations and making sure that the needs of local people are central to what we do. We have therefore undertaken a detailed review of the public and patient engagement activity undertaken over recent years to inform the thinking and development of our response to the NHS LTP, as well as to show where we may need to fill any engagement gaps. The review has also identified areas of focus for ongoing engagement activity over the coming months to make sure we have a good spread of views and insights across our priority work stream areas.
- 6.3. As a result of this exercise, we identified three key areas that required further exploration; prevention, personalised care and the use of technology. The four Healthwatch across HIOW worked together to support us to gain additional insight into these topics. They sought the views of around 750 local people, information which has enabled us to further develop plans on these topics.
- 6.4. The development of our LTSDP has also involved a wide range of key partners including scrutiny committees, the chairs of Health and Wellbeing Boards, voluntary sector organisations and all partner organisations, as well as the key reference groups instrumental in developing the plan including clinicians, chairs, workforce leads, chief executives, the LMC, directors of finance and strategy leads.
- 6.5. During the month of October we will undertake a number of engagement activities across HIOW to describe our draft plans and to seek feedback from our population, workforce and other key stakeholders. Our engagement activity will be used to:
  - describe our draft plans
  - give people the opportunity to identify any missed opportunities or unidentified risks or challenges
  - pose questions about key aspects of the plan.

This feedback will be used to inform our final draft prior to submission in November.

- 6.6. Naturally, our engagement will be ongoing beyond the date of formal submission, as we continue to further develop and implement our transformation plans.

## **7. GOVERNANCE AND DECISION MAKING**

- 7.1. The Hampshire and the Isle of Wight LTSDP is a cross-organisational plan requiring the input and approval of all statutory health and care partners working within the Sustainability and Transformation Partnership. In recognition of the very tight timescales associated with the development of the Plan, it is not practicable for each partner to formally receive and approve

a final draft of the Plan between the point of final development (late October 2019) and submission on 15 November 2019.

7.2. Consequently, proposals are currently being developed to agree the final approval process.

## **8. NEXT STEPS TIMELINES**

- 25<sup>th</sup> September 2019: Executive Delivery Group focus session on first draft LTSDP;
- 25<sup>th</sup> September: Clinical Executive Group focus session on first draft LTSDP;
- 27<sup>th</sup> September 2019: Submission of first draft LTSDP to SE Region for review;
- 1-15<sup>th</sup> October 2019: four public engagement events across Hampshire and Isle of Wight;
- 15<sup>th</sup> October 2019: Whole system summit (to be confirmed) reviewing draft LTSDP;
- 22<sup>nd</sup> October 2019: final review of the draft plan for approval
- 1<sup>st</sup> November 2019: submission of second draft LTSDP to SE Region
- 6<sup>th</sup> November 2019: Executive Delivery Group to include final review of draft LTSDP and feedback from regional moderation of submission;
- 15<sup>th</sup> November 2019: Final submission of plan to national team.