

**NHS Herts Valleys Clinical Commissioning Group**  
**Board Meeting**  
**4 June 2015**

<b>Title</b>	Update on the West Hertfordshire Strategic Review	<b>Agenda Item: 8</b>
<b>Purpose (tick one only)</b>	Approval <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Information <input type="checkbox"/> Consideration <input type="checkbox"/> Noting <input type="checkbox"/>	
<b>Responsible Director(s) and Job Title</b>	Nicola Bell, Accountable Officer, SRO – Your Care Your Future	
<b>Author and Job Title</b>	David Radbourne, Programme Director, Your Care Your Future	
<b>Recommendations/ Action Required by the Board</b>	To note the progress of the strategic review and next steps	
<b>Classification</b> <i>Is this report exempt from public disclosure? (ie. FOIA or DPA)</i>	For Public Board.	
<b>Impact on Patients/Carers/Public</b>	No immediate impact.	
<b>Engagement with Stakeholders/Patient/Public</b>	Yes, covered in the body of the report.	
<b>Links to Strategic Objectives</b>	<p><b>Objective 1</b> We will continually improve engagements with member practices, patients, the public and carers to contribute to and influence the work of Herts Valleys CCG</p> <p><b>Objective 2</b> We will commission safe, high quality services that meet the needs of the population, reducing health inequalities and supporting local people to avoid ill health and stay well</p> <p><b>Objective 3</b> Work with health and social care partners to transform the delivery of care through the implementation of “Your Care, Your Future”, the Strategic Review in West Hertfordshire</p> <p><b>Objective 4</b> We will ensure that there is a financially sustainable and affordable healthcare system in West Hertfordshire</p>	
<b>Board Assurance Framework</b> <i>Does this report provide evidence of assurance for the Board Assurance Framework?</i>	The Strategic Review will present proposals for how to respond to future risks over the 5-10 year horizon.	
<b>Does this report mitigate risk that is included in the Corporate Risk Register?</b>	N/A	
<b>Resource Implications</b>	No immediate implications.	
<b>Equality and Diversity</b> (Has an Equality Analysis been completed?)	Underway alongside the progress of the review.	

<b>Legal/Regulatory Implications</b>	No immediate implications.
<b>Sustainability Implications</b>	The review will present proposals that address sustainability issues.
<b>NHS Constitution</b>	In line with NHS Constitution.
<b>Report History</b>	The report builds on previous updates in the Accountable Officers report at previous Boards and content covered in Development Sessions.
<b>Appendices</b>	None.

# West Hertfordshire Strategic Review – Your Care Your Future

## Herts Valleys CCG Public Board Update

June 2015

### 1. Purpose of Paper

The aim of this paper is to:

- remind the Board of the original objectives of the review as defined in 2014
- share with the Board the progress made during the first phases of the programme and the key messages from this work
- outline the next phase of the review

### 2. Objectives of the Strategic Review

The Strategic Review is sponsored by the following partner organisations commissioning and providing care across West Hertfordshire:

- Herts Valleys CCG
- Hertfordshire County Council
- Hertfordshire Community Trust
- Hertfordshire Partnership NHS Foundation Trust
- West Hertfordshire Hospital NHS Trust
- East of England Ambulance service

The sponsoring organisations set the following four questions which set the terms of reference for the review during 2014 and steer the progress of the Programme Executive which meets fortnightly.

The review questions are:

- A, How well (how effectively and efficiently) are patients' needs met by the current health and social care system across West Hertfordshire?
- B, What are the opportunities to meet future health and social care needs of the West Hertfordshire population more effectively and efficiently?
- C, How should health and social care services across West Hertfordshire be configured to realise these opportunities?
- D, What organisational form(s) and commissioning / contracting model(s) best support the delivery of the preferred future configuration of services?

These questions are being answered in order through the progress of the review.

### 3. Briefing on Programme Activities

#### Autumn 2014 – Spring 2015

Since the commencement of the review in the autumn of 2014, a significant amount of energy has been spent focussing on the first question in particular, but more latterly on the second.

Over the last 6 months in particular, following programme set up, partners have engaged in a broad and encompassing programme of work to look in depth at the issues and opportunities that present

across the health and social care system across West Hertfordshire with stakeholders and communities.

During this period, just under 1000 local people have responded to an online questionnaire and we have conducted over 100 stakeholder and community discussion / listening events.

The reviews work, looking in depth at the first question, was reflected in the publishing of the Interim Case for Change at a Public and Stakeholder event in early March. This can be found on the reviews' web site – [www.yourcareyourfuture.org.uk](http://www.yourcareyourfuture.org.uk), the Board will recall this was presented to them at a development session at that time.

To summarise the key messages arising from looking in depth at the first question, we learned the following:

- That the majority of respondents, whether they be clinicians or members of the community felt that health and social care services needed to change in order to better meet their needs and the needs of the communities that comprise West Hertfordshire
- That services needed to be better tailored to meet local needs
- That support from the health and care sector needed to be more integrated, the public often experiencing a confusing map of services and a lack of joined up working despite the best efforts of those involved
- Such support should be as close to home as is feasible and possible to achieve
- That there are opportunities to use collective resources in a better way to better meet current and forecast needs, and indeed in some cases that 'do nothing' was not an option
- That outcomes could be further improved upon
- That do nothing in experience, outcomes and sustainability terms was an unfeasible and undesirable option

### **Spring – Current**

Since publishing the Interim Case for Change, we have continued with our listening, community and stakeholder engagement activities, further testing the case for change to improve and refine it. We have also built on this to look at the second question in more detail. Clearly these are key steps as a precursor to defining proposals relating to the third and fourth questions.

In doing this we have undertaken the following:

- Held further conversation cafes, rooting the discussion in the case for change and discussing key areas and opportunities to shape and refine it. The final case for change will be presented to the sponsoring Boards at their joint event on 26<sup>th</sup> June 2015.
- We have initiated clinically led working groups focussing on the second question, using the evidence and key messages from the case for change
- Over the last two months they have been looking at opportunities based on innovation and successful work locally, national evidence and international evidence
- The programme, with advisory support, has been turning this into a set of scenarios for the future which we are testing with communities and stakeholders through further co-design sessions which are currently in progress
- These sessions following the methodology – 'you said – we propose'
- Over the next month we will continue with this to further evolve and refine the work
- All this work is being undertaken in the context of the National Five Year Forward View and within the framework of the NHS England assurance process.

During this exercise which is rooted in clinical leadership, focussed at a locality level and with stakeholder and community engagement, some additional messages have crystallised which build on the case for change. These are:

- That we need to redouble our focus on prevention and direct energy and supporting communities stay well. Like the Wanless report and the key messages in the Five Year Forward View, we find the position in West Hertfordshire is similar. Unchecked and without the application of new, broader reaching strategies, the impact of the growing elderly population, growth in long term conditions, impact of obesity and alcohol misuse etc all combine to create significant pressures on health and social care. As the review proceeds it will be important for the Clinical Commissioning Group in partnership with the Local Authority and Health and Well Being Board to agree a decisive strategy on this point.
- That whilst it is undoubtedly important to redesign our approaches across health and social care with partners in a community setting on older people and long term conditions, there is a need for a key strategic emphasis on the children and young people segment of the population given they will or may be users of services in future and opportunities present to make a difference over that 10 year period and beyond
- That to be successful in future, support for communities to stay well and maintain their health and independence needs to involve a greater range of stakeholders to be successful than the NHS and social care alone.

### **Next phase – Summer 2015**

The next phase of the review is a key phase where we seek to define emerging proposals for the future, drawn on the evidence generated through focussing on the first two questions of the review and seek to generate stakeholder and community understanding, feedback and commitment to proposals for the future as they crystallise.

The first step in achieving this will be to share a working 'long list' of options and invite stakeholders and the communities within West Hertfordshire to help us shape it.

The process for this will be set out and taken forward mid – late July following review by all the sponsoring Boards of the work to date and options as developed. We will follow a continued focus on listening and co-design as has been adopted up until now.

This process will help us refine the options, narrowing them into a shortlist which dependent on their nature may require more formal consultation.

This process then helps us to address the final two questions towards decisions being made at the end of the year.

### **Summary**

This paper summarises the progress of the West Hertfordshire Strategic Review – Your Care Your Future and briefs the CCG Board on the key strategic themes that have emerged through the work undertaken to date.

The report outlines the future activities that the review is now progressing with. As the review proceeds further updates will be provided to the CCG at key milestones