



# Overview and Scrutiny

Committee

Tuesday, 5th July, 2016

## MINUTES

**Present:**

Councillor Jane Potter (Chair), Councillor Gay Hopkins (Vice-Chair) and Councillors Joe Baker, Tom Baker-Price, Matthew Dormer, Andrew Fry, Jennifer Wheeler and Nina Wood-Ford

**Also Present:**

Councillors Natalie Brookes, Juliet Brunner, Pattie Hill and Antonia Pulsford.

Ms S Harris (Worcestershire Health and Care NHS Trust) and Ms S Smith, (Worcestershire Acute Hospitals NHS Trust)

**Officers:**

S Hanley

**Democratic Services Officers:**

J Bayley and J Smyth

**10. APOLOGIES AND NAMED SUBSTITUTES**

An apology for absence was received on behalf of Councillor Paul Swansborough.

**11. DECLARATIONS OF INTEREST AND OF PARTY WHIP**

There were no declarations of interest nor of any party whip.

**12. MINUTES**

**RESOLVED that**

**the minutes of the meeting held on 2nd June 2016 be confirmed as a correct record and signed by the Chair.**

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Chair

## 13. SUSTAINABILITY AND TRANSFORMATION PLAN - PRESENTATION

The Committee received a presentation (copy of presentation slides attached for information at Appendix 1) on the subject of the Worcestershire Sustainability and Transformation Plan (STP) from Susan Harris, Director of Strategy and Business for the Worcestershire Health and Care NHS Trust and Sarah Smith, Director of Strategy, Planning and Improvement for Worcestershire Acute Hospitals NHS Trust.

Ms Harris and Ms Smith thanked Members for the opportunity to explain what the STP was and what it was hoping to achieve; its development process and timeline and provided information on early priorities and how early engagement would be sought on the Plan. The general concept of the plan was outlined, the primary aim being to bring the different Service strands within the system together and to develop a more collective and cohesive five year forward plan.

Members were provided with information and clarification on queries in relation to the Herefordshire and Worcestershire STP in terms of:

- The geography and population of Herefordshire and Worcestershire.
- The various service providers for the area in terms of Clinical Commissioning Groups (CCGs), NHS Trusts, Primary Care providers, Worcestershire County and Herefordshire Councils.
- The three aims of the STP relating to health and wellbeing, care and quality and finance and efficiency.
- The importance of the STP in terms of accessing the Sustainable and Transformation Fund which a significant proportion of the additional money coming into the NHS is derived from.
- The five transformation priorities in terms of:
  - maximising efficiency and effectiveness
  - reshaping the approach to prevention
  - developing an integrated out of hospital care model
  - establishing sustainable secondary care services
  - developing the right workforce.
- The scope of STP work streams for both Herefordshire and Worcestershire in terms of County based projects, the shared approach and learning and reviews of single teams across the

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whole of the STP footprint were also highlighted, together with the strategic considerations of the STP in terms of:

- the structure and organisation of the commissioning functions
- the number of hospital beds needed in the system
- the role of community hospitals
- investment in primary care, community services and mental health
- organisation of the contracting approach to support financial and clinical sustainability of providers.

In regard to communication and engagement, Members were advised that consultation work would be carried out over the summer months to seek the views of organisations and stakeholders on shaping service provision with the aim of submitting the plan at the end of September. Various specific issues were also highlighted by Committee Members during the discussion that Ms Harris and Ms Smith responded to, including:

- The ongoing issues for the residents of Redditch and its neighbouring districts in regard to the movement of crucial services from the Alexandra Hospital.
- Collective team approaches to provide support and continuity for people with chronic or complex conditions / mental health issues.
- Recruitment and retention of Doctors and Nurses.
- Links to schools to promote careers in the NHS.
- Transport difficulties for staff and patients.
- Difficulties getting GP appointments and visiting A & E instead.
- More use of Practice Nurses and Pharmacists in advisory roles.
- Work Streams – cross area working with other Trusts/Authorities outside of Worcestershire and Herefordshire.

Ms Harris acknowledged that the situation within the Health Service was difficult and complex on many levels and accepted that emotions were very evident with the situation in Redditch being particularly sensitive. However, in order to provide sustainable service provision, available resources had to be looked at collectively to ensure they were being used as effectively as possible. Difficult decisions (which, were similarly having to be made by other Trusts across the Country), were having to be made, with the centralisation of some services being inevitable.

In terms of planned consultation, Members stressed the need to ensure that information and presentations were provided in clear concise terminology for ease of understanding. Ms Harris advised

that early feedback on the proposals was critical to progressing the Plan and the Committee's input and support was very much appreciated. Ms Harris clarified that further presentations would be available and that she would be happy to provide a follow-up presentation on the Plan when the work had been completed. Ms Harris further offered to provide a simplified document covering the information that had been provided.

**RESOLVED that**

- 1) **the presentation be noted; and**
- 2) **a further follow up consultation be provided on the plan once work had been completed.**

**14. WORCESTERSHIRE JOINT INCREASING PHYSICAL ACTIVITIES TASK GROUP - FINAL REPORT**

In the absence of Councillor Prosser, who had sent his apologies for the meeting, the Committee was informed that the Worcestershire Joint Increasing Physical Activities Task Group's final report had been considered by the County Council's Cabinet, where the majority of the Task Group's recommendations had been accepted. Members noted that Recommendation 7, relating to the use of a proportion of Divisional funds for encouraging participation in physical activities had been turned down by the Cabinet as they had not considered it appropriate to tell County Councillors how they should spend their divisional funds.

**RESOLVED that**

**the report be noted.**

**15. TASK GROUPS - DRAFT SCOPING DOCUMENTS**

Proposals were considered for a Short, Sharp Review on the subject of Protecting Redditch's Heritage Assets and a Task Group Review on the subject of Mental Health Services for Young People, as detailed in the scoping documents attached to the two covering reports.

Councillor Baker-Price presented the Protecting Redditch's Heritage Assets scoping document. He advised the Committee, however, that he considered the Mental Health Services review should be given a higher priority and launched as soon as possible. He was therefore happy for the proposed Protecting Redditch's Heritage Assets review to be deferred.

Members were advised that they could, if they wished, still agree to launch both of the proposed reviews with the Protecting Heritage Assets review to take place once the Mental Health Services for Young People Task Group had been completed. Councillor Wood-Ford commented that she anticipated the Task Group Review would take approximately nine months. Members were also reminded of the two Working Groups and that the potential workload for them had yet to be established.

**RESOLVED that**

- 1) the Mental Health Services For Young People Task Group be launched as proposed in the Scoping document;**
- 2) Councillor Nina Wood-Ford be appointed Chair of the Task Group; and**
- 3) the Protecting Redditch's Heritage Assets Short, Sharp Review be launched at a future date, following the completion of the Mental Health Services for Young People Task Group Review.**

**16. WORKING GROUPS - MEMBERSHIP CONFIRMATION**

The Committee discussed the membership for the Budget Scrutiny and Performance Scrutiny Working Groups. Officers advised that the dates for the first meetings of the Groups would be progressed.

**RESOLVED that**

- 1) in respect of the Budget Scrutiny Working Group, the following Member appointments be agreed:**  
  
**Councillor Jane Potter (Chair)**  
**Councillor Matt Dormer**  
**Councillor David Thain**  
**Councillor Jenny Wheeler; and**
- 2) in respect of the Performance Scrutiny Working Group, the following Member appointments be agreed:**  
  
**Councillor Tom Baker-Price (Chair)**  
**Councillor Natalie Brookes**  
**Councillor Matt Dormer**  
**Councillor David Thain.**

**17. EXECUTIVE COMMITTEE MINUTES AND SCRUTINY OF THE EXECUTIVE COMMITTEE'S WORK PROGRAMME**

Officers reported that there were no issues in relation to Overview and Scrutiny within the minutes. In terms of the Executive Committee Work Programme, Members noted that some of the items listed would be considered by the Working Groups.

**RESOLVED that**

**the Executive Committee Minutes of the 7<sup>th</sup> June 2016 together with the latest edition of the Executive Committee's Work Programme be noted.**

**18. OVERVIEW AND SCRUTINY WORK PROGRAMME**

Officers provided three updates in respect of the Committee's Work Programme.

Members noted that the Employment Opportunities for People with Disabilities presentation would be presented by a representative of Jobcentre Plus at the 25<sup>th</sup> October meeting. Officers agreed to issue an open invitation to all Members to attend for the presentation.

Members were also reminded that the meeting due to be held on the 6<sup>th</sup> September had been postponed until the 12<sup>th</sup> September.

An update was provided in regard to the LGBT Review with Members noting that Councillor Baker had submitted a motion to be considered at the County Council's Council meeting in July with a recommendation that the County Council consider taking part in the Stonewall Equality Index and encourage schools to look at the Birmingham LGBT Toolkit.

**19. HEALTH OVERVIEW AND SCRUTINY COMMITTEE**

Councillor Wood-Ford, the Council's representative on the Worcestershire Health Overview and Scrutiny Committee (HOSC), reported on discussions that had taken place at the last meeting of the Committee when Members had been informed on various reductions in Public Health budgets following Government announcements on future funding, with cuts and reviews planned or being considered for areas including:

- Drug and Alcohol Services
- Domestic Abuse Services

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- Supported advice and information
- Support for Advocacy
- Sexual Health Services
- Smoking cessation (discontinued except for pregnant women)
- Health improvement projects
- Child Development Services
- 0 – 19 Services – reduction in public health nursing
- Public Health team
- Mental Health Care

Councillor Wood-Ford further reported that other matters, including the future of acute services in Worcestershire had been raised and discussed during the course of the meeting.

The Meeting commenced at 7.00 pm  
and closed at 8.39 pm





# Sustainability and Transformation Planning Briefing

**Redditch Health Overview and Scrutiny Committee**  
**5<sup>th</sup> July 2016**

**Sue Harris and Sarah Smith**

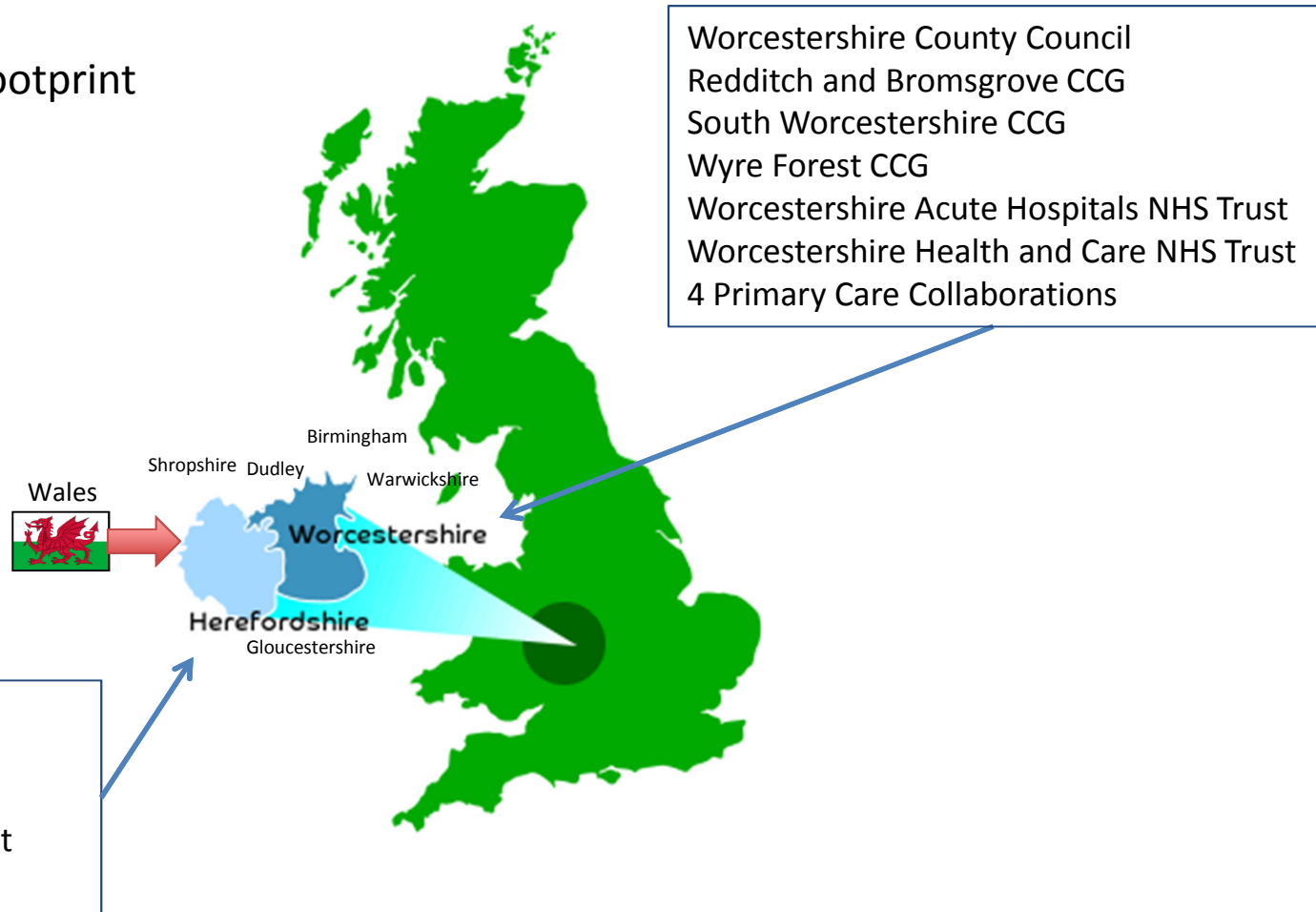
## Objectives for this briefing

- Explain what the STP is and what it is hoping to achieve
- Outline the development process and timeline
- Provide updates on some of the transformation priorities and seek early engagement on these
- Explain expected next steps

# Introduction to the H&W STP



- Big geography, small population
- 785,000 people (smallest in WM)
- 2 HWBs
- Relatively simple footprint





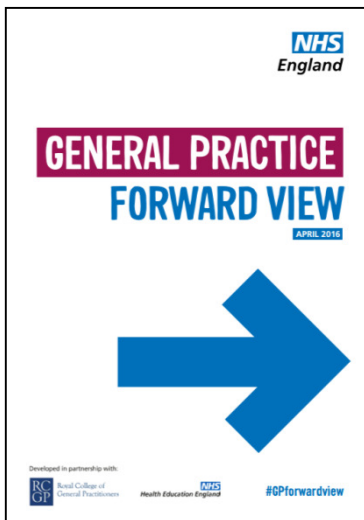
# Why is the STP so important



*A clear and credible plan is the only access route to the **Sustainability and Transformation Fund** – ie a significant proportion of the additional money coming in to the NHS.*

This is the resource that is potentially available to support:

- Implementation of extended GP access
- Implementation of the national Mental Health, Cancer and Maternity Taskforce recommendations.
- Achievement of consistent quality services over seven days
- Investment in prevention.
- Delivering digital transformation.



# Five transformation priorities



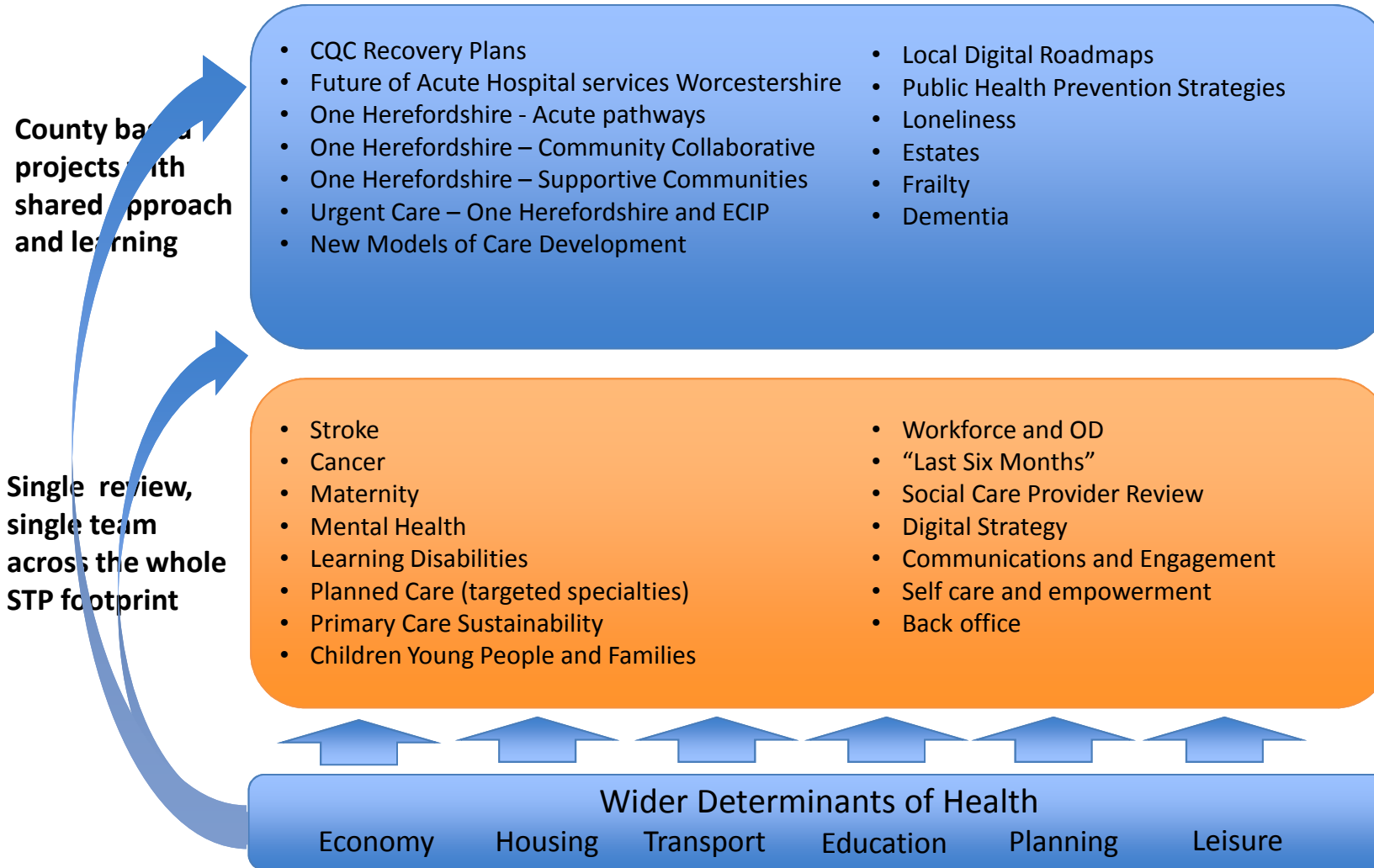
- Maximise **efficiency and effectiveness** across clinical and service pathways and support functions to improve experience and reduce cost, through minimising unnecessary and avoidable contacts.
- Reshape our **approach to prevention**, to create an environment where people stay healthy and which supports resilient communities, where self-care is the norm, digitally enabled where possible, and staff include prevention in all that they do.
- Develop an integrated **out of hospital care** model, structured at scale and organised around sustainable primary care within localities.
- Establish **sustainable secondary care services** through development of the right networks and collaborations across and beyond the STP footprint
- Develop **the right workforce** within a sustainable service model that is deliverable on the ground within the availability of people and resource constraints we face.

**Live well, with joined up care, supported by specialist expertise, delivered by the right people**

# Scope of the STP work streams



## Herefordshire and Worcestershire



# Strategic considerations for our STP

- How we structure and organise our commissioning functions
- How many hospital beds we need in our system
- The role our community hospitals play
- How we create the headroom to invest in primary care, community services and mental health
- How we organise our contracting approach to support financial and clinical sustainability of our providers