

Chief Officer Update

NHS England has provided clear instruction to NHS commissioners and providers that they must work together to co-design and deliver a five year strategy and a two year operational plan. These must clearly identify how we, as a local health community, plan to transform health services across South Notts to deliver care within the shared resource we have. The four South Notts CCGs (Nottingham City, Rushcliffe, Nottingham West and Nottingham North and East) have already come together to take proactive steps towards creating a shared strategy and have begun a process of patient engagement. NHS commissioners are leading this process but to identify effective strategic and operational solutions the voice of our patients and citizens, providers, partners and key stakeholders must be heard, acted upon and included in our plans.

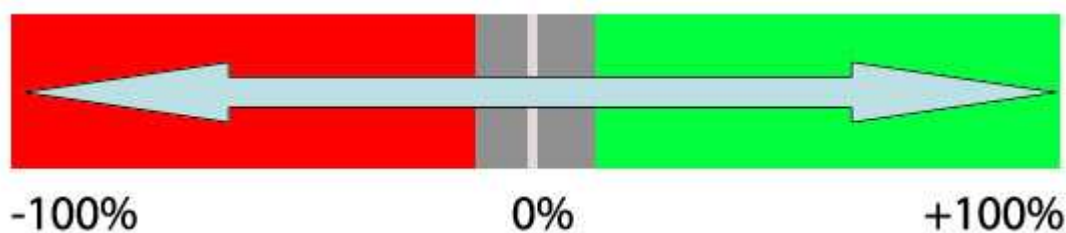
A South Notts Transformation Board has been created to guide the development of the South Notts Transformation Plan. The Board has representation from key partners at the very highest level - CCG Chief Officers and Clinical Leads, Social Care Leads and the main provider Chief Executives.

The Board will produce regular briefings and briefing 1 and briefing 2 are attached for information.

First results of Friends and Family Test for maternity services published

NHS England has published the first results of the Friends and Family Test (FFT) for NHS-funded maternity services across England alongside the latest FFT results for A&E and Inpatient departments. The maternity data consists of feedback from pregnant women and mothers of new-born babies through responses to four questions at three stages during their pregnancy. They are asked whether they would recommend maternity services to their friends and family based on their own experience of care.

The scores are calculated by analysing responses and categorising them into promoters, detractors and neutral responses. The proportion of responses that are promoters and the proportion that are detractors are calculated and the proportion of detractors is then subtracted from the proportion of promoters to provide an overall 'net promoter' score (NPS). NPS is a single number that ranges from -100% to +100



Nottingham University Hospitals NHS Trust scored above the England average in all four areas as follows:

- antenatal services +73 (England average +63)
- the labour ward/ birthing unit or home birth services +84 (England average +75)
- the postnatal ward +74 (England average +66)
- postnatal community services +77 (England average +74)

Make a difference - NHS Change Day

NHS Change Day was started last year by a group of young doctors with the aim of getting as many people as possible who work in the NHS to pledge to do one thing to make the NHS better – all on the same day. This year it's taking place on 3 March 2014.

Pledges can be big or small, personal or professional but all have the common goal of improving care, attitudes or experiences for patients and staff. Last year 189,000 people took part and the target for 2014 is 500,000 pledges.

Anyone can get involved, including patients and members of the public. If you'd like to make a pledge for 3 March visit <http://changeday.nhs.uk/pledge>.

Can't make it? Then cancel it!

Nottingham City CCG has launched a new campaign to raise awareness of the cost to the NHS of missed hospital and doctor's appointments. Every year more than 140,000 hospital and doctor's appointments are missed in Nottingham City, totalling more than £5.5 million.

The campaign has a simple message: 'If you can't make it, cancel it.' If people cancel their appointments with as much notice as possible then these appointments can be offered to other patients. The campaign will be seen on buses, bus stops and telephone boxes across the City. Posters have also been sent out to GP surgeries, pharmacies, libraries and community centres.

Dawn Smith
February 2014

South Notts Transformation Plan

Why do we need a South Notts Transformation Plan?

The NHS is at a critical point in its history. We have a rapidly ageing population which is putting increasing demands on our health and social care services. We know that older people can have multiple, often complex mental and physical long-term conditions, which are costly to manage. We know that the NHS will have very limited resources going forward and that Social Care departments will have to significantly reduce spend. The rising expectations of our patients and citizens are going to become harder and harder to meet.

If we are to continue to provide safe and effective care for our patients and citizens we need to change dramatically across all services to meet the enormous future challenges, some of which are already beginning to impact locally and nationally. We need to work together collaboratively across CCGs, all providers (NHS, private and voluntary sector) and social care to redesign systems and streamline services. We need to value and empower our clinical staff to work together to lead change. We need to commission services in a way that maximises how we use our collective resource, focuses on improving patient and citizen outcomes and shares risk equitably between organisations.

NHS England has provided clear instruction to NHS commissioners and providers that they must work together to co-design and deliver a five year strategy and a two year operational plan. These must clearly identify how we, as a local health community, plan to transform health services across South Notts to deliver care within the shared resource we have.

The four South Notts Clinical Commissioning Groups (Nottingham City, Rushcliffe, Nottingham West and Nottingham North and East) have already come together to take proactive steps towards creating a shared strategy and have begun a process of patient engagement. NHS commissioners are leading this process but to identify effective strategic and operational solutions the voice of our patients and citizens, providers, partners and key stakeholders must be heard, acted upon and included in our plans.

How will this be overseen and managed?

This is a significant piece of work with a challenging timeframe attached. The draft strategy and two year operational plan need to be approved by Boards by the end of March 2014 and submitted by 4th April 2014. There is no time to waste in engaging all our stakeholders in this conversation and garnering their opinion on how the NHS will deliver in the future.

A South Notts Transformation Board has been created to guide the development of the South Notts Transformation Plan and has so far met once. The Board has representation from key partners at the very highest level - CCG Chief Officers and Clinical Leads, Social Care Leads and the main provider Chief Executives.

There are close links to the development of plans for the Better Care Fund (formally known as the Integrated Transformational Fund) that are being led by Nottinghamshire County Council and 2 Nottingham City Council Health and Wellbeing Boards. These links will be managed by the South Notts Transformation Board.

The Executive Lead for the South Notts Transformation Plan is Sam Walters, Chief Officer at Nottingham North and East CCG, and she will be supported by Jane Laughton, Associate Programme Director.

PwC has won a tender to provide analytical and modelling support, review and advise on decision-making and governance processes and lead on writing the strategy and plan. The

main contacts in PwC are Joanne Devlin (project lead), Alex Brogan (programme support) and Nick Jones (analysis). They will be working with us until March 2014. Each organisation will be asked to nominate a management lead and contact names for analysis and finance. Partners are requested to respond to any queries from PwC promptly so that we can meet the demanding timescale that we have been set.

How does this link to current transformational programmes?

Although PwC will lead on writing the strategy and plan, the content will be determined and owned by all partners in South Notts. The intention is to build on existing clinically-led transformational programmes and strategies, for example the Frail Older People Programme and CCG- based integrated care programmes, rather than create new ones. However, it is unlikely that these will be sufficient to deliver sufficient impact, so new areas of focus are likely to emerge.

There are a significant number of programme and project leads working on transformational change across organisations in South Notts. The South Notts Transformation Board has agreed in principle to refocus the remit of these leads to support this work, acknowledging the significant insights, skills and experience that these staff will bring to our current and future plans for system-wide transformational change.

What next?

In January and February 2014 we will:

- quantify the scale of the financial challenge across health and social care in South Notts and Nottingham City and identify our collective financial gap
- assess the potential impact of our current transformational change programmes to fill the gap
- consider whether and how quickly we can scale up our ambition around integrated care and the frail older people programme

For further information please contact;

Sam Walters: Sam.walters@nottinghamnortheastccg.nhs.uk

or

Jane Laughton: Jane.laughton@nottinghamcity.nhs.uk

South Notts Transformation Plan

What is the South Notts Transformation Plan and what will it deliver?

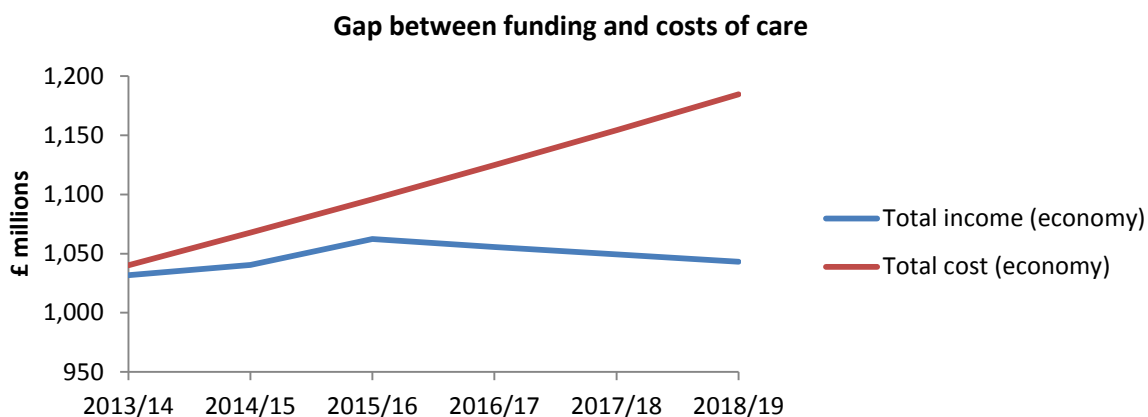
A rapidly ageing population will put increasing demands on our health and social care services. The rising expectations of our patients and citizens are going to become harder and harder to meet. NHS commissioners and providers are working together to identify how we, as a local health community, can transform health services across South Notts to deliver care within the shared resource we have.

We have started by talking to patients and the public as part of the national *Call to Action* programme. This culminated in a large event with 120 members of the public attending an event on January 29th where we described challenges ahead, conducted a real time voting exercise and held structured discussions. This process will continue over the coming months. The South Notts Transformation Board is overseeing the development of this plan and includes representatives from local health and social care organisations and a lay Chair and Vice Chair.

What is the scale of the financial challenge?

The total spend on health and social care by the four CCGs and two Local Authorities in South Notts is around £1,032bn. This excludes spend on GP contracts and specialised services. In future, NHS funding is expected to remain constant in real terms, but social care budgets are expected to come under significant pressure. In addition the costs of delivering care will increase as a result of population growth and ageing, and as a result of medical inflation.

If services continue to be delivered as they are now, current estimates are that by 2017/18 there will be gap of around £100m between available funding and the actual costs of delivering care across health and social care in South Notts.



CCGs have been working on this problem for some time, and the potential benefits from delivering integrated care through current schemes is currently estimated to be between £5 and £11m. This still leaves a gap of around £90m.

How will we fill the gap?

The task of the South Notts Transformation Board is to develop a five year plan on how commissioners, local authorities and providers will work together to deliver services within these financial constraints. We are already engaging with patients and the public. We now need to talk to staff across all organisations to get their views.

Two events are being held to take forward this discussion with staff across health and social care on 6 and 13 March. Each organisation will be asked to nominate a small number of staff to attend to represent their colleagues and organisations, but all staff are invited to share their views by discussing them within their organisations in advance of the events.

We will be considering how we can improve the way in which we deliver care and support people to look after themselves by:

- taking a more holistic approach to keeping people well
- thinking as a system rather than as individual organisations
- enabling funding to follow the patient rather than being constrained by current payment systems
- reshaping how and where we deliver care including a review of the role of the hospital, primary care and community-based services (health and social care)

If you would like to provide input ahead of these events please contact the South Notts Transformation lead for your organisation (listed on the next page)

For further information please contact

Sam Walters: Sam.walters@nottinghamnortheastccg.nhs.uk

Jane Laughton: Jane.laughton@nottinghamcity.nhs.uk

Briefing 2

Organisational Leads on the South Notts Transformation Board

<i>Name</i>	<i>Role</i>	<i>Organisation</i>	<i>E-mail</i>
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Sam Walters Paul Oliver	Chief Operating Officer Clinical Lead	Nottingham North & East CCG	sam.walters@nottinghamnortheastccg.nhs.uk Paul.Oliver@nottinghamnortheastccg.nhs.uk
Oliver Newbould Guy Mansford	Chief Operating Officer Clinical Lead	Nottingham West CCG	Oliver.Newbould@nottinghamwestccg.nhs.uk Guy.Mansford@nottspct.nhs.uk
Vicky Bailey Stephen Shortt	Chief Operating Officer Clinical Lead	Rushcliffe CCG	Vicky.Bailey@rushcliffeccg.nhs.uk stephen.shortt@gp-c84005.nhs.uk
Peter Homa/ Tim Guyler	Chief Executive Better for You Programme Director	Nottingham University Hospitals NHS Trust	peter.homa@nuh.nhs.uk Tim.Guyler@nuh.nhs.uk
Paul Smeeton	Chief Operating Officer, County Health Partnerships	County Health Partnerships Nottinghamshire Healthcare NHS Trust	Paul.Smeeton@nottshc.nhs.uk
Lyn Bacon	Chief Executive	Nottingham CityCare Partnership	Lyn.Bacon@nottinghamcitycare.nhs.uk
Sue Noyes	Interim Chief Executive	East Midlands Ambulance Service	Sue.Noyes@emas.nhs.uk
Caroline Baria	Service Director	Nottingham County Council	caroline.baria@nottsc.gov.uk
Alison Michalska Helen Jones	Corporate Director of Children & Families Director for Adult Assessment	Nottingham City Council	Alison.michalska@nottinghamcity.gov.uk helen.jones@nottinghamcity.gov.uk
Rachael Magnani	General Manager, Nottingham Treatment Centre	Circle Partnership	rachael.magnani@circlepartnership.co.uk