

Developing a Sustainability and Transformation Plan



Bristol, North Somerset, South Gloucestershire working together.

The case for change

- As our population ages the number of people requiring care for life changing diseases such as dementia and diabetes continues to rise.
- With sufficient and well organised services this care can be provided effectively in the community supported by specialist services in hospital when required.
- But where this isn't the case people with these conditions are more likely to end up being admitted to hospital for an extended period leading to a loss of independence.
- At the same time our local combined financial position is projected to be **£400 million** in deficit within 5 years.
- Local authority budgets for social care are also reducing.
- A significant change in the way we plan, organise and provide services is required if we are to continue to meet the health needs of our local population.



A new approach

Sustainability and transformation plans are a new approach to planning health and care services across England over the next 5 years.

They require local organisations to work together to develop a shared understanding of the challenges and to agree joint plans for addressing these.

The principal aims are to:

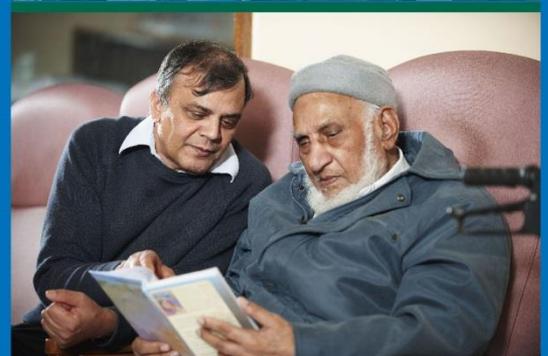
- Improve the health and wellbeing of local people
- Improve the quality of local health and care services
- Deliver financial stability and balance throughout the local health care system.



Our emerging thinking and vision

A health and care system for Bristol, North Somerset & South Gloucestershire in which:

- Services are responsive to individual needs and relevant to local communities
- Appropriate care and support is available in the right place at the right time
- Parity is a golden thread running through the whole of health and social care provision for both mental and physical health needs
- There is a consistent approach to delivering care at scale.



Key principles at the start of our journey

Five key drivers that will enable us to develop and implement a sustainable health and care system for our population:

1 Standardise and operate at scale

- Reduce variation
- Reduce fragmentation
- Work at scale
- Develop single commissioning voice
- Increase collaboration

2 Develop system-wide pathways

- Address variation in pathways
- Include prevention and self-care at all stages
- Ensure consistent quality and access across BNSSG

3 Develop a new relationship with our population to simplify access to the health and care system

- Deliver services predominantly in the community
- Enable people to care for themselves
- Development single point of access, multi-disciplinary teams
- Focus on prevention and early intervention

4 Develop a new relationship between organisations and staff

- Remove organisational barriers to encourage integrated working
- Support staff to deliver better services
- Develop interoperable IT and HR systems
- Align resources
- Promote health and wellbeing of staff

5 Build on existing digital work as a driver and enabler of cultural change

- Use technology to drive a cultural change in the way we work
- Develop mobile working for staff, digital medical records and solutions for self-care and prevention

Prevention, early intervention and self care

Achieving a radical shift towards prevention, early intervention and self care

- Working with all of our local populations in a consistent way to provide people with the skills, knowledge and confidence to live well and to manage their own health
- Enabling care settings to be innovative and effective in supporting self-care e.g. using digital technology
- A system-wide approach that takes account of the needs of specific groups (e.g. people with learning difficulties)
- A focus on tackling inequalities within our local populations rather than regional comparisons
- Investment is required - modelling suggests that funding equivalent to approximately 2% of BNSSG NHS funding is required for this purpose over the next five years.



Integrated primary, community and social care

Improve resilience of local primary care services

- Primary care services organised around meaningful, minimum population clusters of 30,000-50,000
- A seven day operating model that reduces reliance on acute hospital services

Integrated health & social care teams

- A single integrated approach with multi-disciplinary teams based around the primary care clusters
- Improve capability and capacity in the community to support independent living
- A consistent rapid response for urgent care needs with targeted support for those most at risk of admission

An integrated health and care single point of access

- A single service provided across BNSSG and aligned to each acute hospital, preventing admissions and supporting timely discharge, including for people at end of life who wish to return home



Acute care collaboration

A collaborative approach to acute care for both mental and physical health

- Providing services locally where safe and effective to do so; centrally where necessary for quality and effectiveness
- Aligning hospital and community services so that people return home as soon as acute care is no longer required
- Achieving a step-change in the speed and quality of information sharing
- Eliminating unnecessary variation in the way care is organised and delivered
- Simplifying arrangements for sharing buildings, equipment, staff and expertise between our hospitals, and with primary care and community services
- Improving regional networks so that specialist capacity in our acute hospitals is protected for delivering urgent and complex care
- Establishing a sustainable model for services at Weston Area Health Trust



Next steps

Our work to date has given us a good idea of where we are now and where we need to be.

We are now in the process of refining this early work and expect to be in a position to share more specific plans before the end of 2016.

As part of this we will be sharing our draft operational plans for the next two years.

There will be opportunities to see the plans and contribute before they are formally agreed.

This engagement will continue with further opportunities to be involved as the plans are refined and implemented in the years ahead.

We will continue to publish updates on all partner websites, including details of opportunities for you to get involved.

