

| Mayor and Cabinet | | |
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| Report Title | Response To Overview and Scrutiny Committee – Sustainability and Transformation Plans in London | |
| Key Decision | No | Item No. |
| Contributors | Executive Director for Community Services | |
| Class | Part 1 | Date: 10 October 2018 |

1. Purpose

- 1.1 This report sets out the proposed response to the referral made by the Overview and Scrutiny Committee following the Committee's consideration of evidence provided to it. This response has been delayed in part as a result of the NHS's shift from Accountable Care contracts and organisations to Integrated Care Partnerships and Systems.

2. Recommendations

- 2.1 Mayor and Cabinet is asked to:

- Approve the officer response to the referral by the Overview and Scrutiny Committee and agree that this report be forwarded to the Select Committee.
- Note the integration and transformation activity taking place date within Lewisham which will inform any future developments towards an integrated care system.
- Note that any proposals to integrate local health and care arrangements more formally will require the prior approval of each sovereign body. Any options should include the benefits and risks of any proposed arrangements.

3. Background

- 3.1 At its meeting on 22 January 2018, the Overview and Scrutiny Committee received a report from the Our Healthier South East London (OHSEL) Board and heard from the Lewisham Clinical Commissioning Group (CCG); the Save Lewisham Hospital Campaign; and the Executive Director for Community Services. The Committee also considered a report on Sustainability and Transformation Plans in London produced by the King's Fund and the Nuffield Trust.
- 3.2 The Committee agreed to:
- (a) Refer the King's Fund / Nuffield Trust report to Mayor and Cabinet.
 - (b) Ask the Mayor and Cabinet to note that King's College Hospital NHS Foundation Trust did not submit an update to the Overview and Scrutiny Committee, as had been requested following the

resignation of Lord Kerslake and the decision by NHS Improvement to place the trust into special measures.

- (c) Ask the Mayor and Cabinet to conduct a risk analysis of the current situation at King's College Hospital NHS Foundation Trust in terms of the impact on the local health economy.
- (d) Ask the Mayor and Cabinet to conduct a risk analysis of Accountable Care Systems and Accountable Care Organisations as the committee is concerned that these systems and bodies, and their implications, are not yet fully understood.

4. Response to referral (a)

- 4.1 The King's Fund / Nuffield Trust report was duly received by the Mayor and Cabinet on 14 February 2018.

5. Response to referral (b) and (c)

- 5.1 See Appendix A.

6. Response to referral (d)

6.1 Background:

6.1.1 The Government wants to see the integration of health and social care in every area of England by 2020, supported by the Better Care Fund. In 2014, NHS England published its Five Year Forward View setting out how it aimed to achieve a financially sustainable health and care system by 2020. Planning guidance followed in December 2015 which set out the requirement for the NHS to produce five year Sustainability and Transformation Plans (STP).

6.1.2 In response, Our Healthier South East London, the Sustainability and Transformation Plan (STP) for South East London was developed and agreed. This plan reflected the need to bring organisations more closely together and address the fragmentation and duplication across the system. The Next Steps on the NHS Five Year Forward View highlighted the need for further integration across health and care, through Sustainability and Transformation Partnerships and through integrated care arrangements.

6.2 Accountable Care Organisations (ACO) and Integrated Care Partnerships (ICP)

6.2.1 The language of accountable care originated in the United States and its use in the NHS raised concerns regarding a bigger role for the private sector in the provision of health and care services. The Department of Health and Social Care consulted on changes to regulations to pave the way for an Accountable Care contract to be used in the NHS which resulted in two separate legal challenges. In response, earlier this year, NHS England moved away from Accountable Care Organisations to Integrated Care Partnerships. In an integrated care system, NHS organisations, in partnership with local councils

and others, take collective responsibility for managing resources, delivering NHS standards, and improving the health of the population they serve.

Given these changes, it is no longer relevant to consider a risk analysis of Accountable Care.

6.3 Working Together to Transform and Integrate Health and Care

6.3.1 Health and care partners across Lewisham continue to work together to plan and to deliver care in a more accessible, integrated and sustainable way. Reporting to the Health and Wellbeing Board, the Lewisham Health and Care Partners Executive Board currently provides the joint strategic direction for this work where it requires a whole system approach. This work currently focuses on exploring and developing:

- Integrated Strategic Commissioning
- Integrated Arrangements for Care at Home
- Integrated Arrangements for Adult Mental Health

6.3.2 More detail on these areas of work was given in a report to the Health and Wellbeing Board on 1 March 2018. A copy of this report can be found at: <http://councilmeetings.lewisham.gov.uk/documents/s55437/Item%209%20-%20South%20East%20London%20Sustainability%20and%20Transformation%20Partnership%20inc%20WSMC%20-%20010318.pdf>

6.3.3 As outlined in the paper to the Health and Wellbeing Board before any new integrated arrangements could be implemented, which required any change to governance or funding arrangements for example, more detailed proposals would need to be presented for agreement to each organisation's governing body.

6.3.4 The report to the Health and Wellbeing Board stated that an expression of interest had been submitted by STP SE London to be part of NHS England's wave 2 pilots. This bid was unsuccessful. Lewisham's Health and Care Partners will consider the learning that emerges from any evaluation from the first wave of pilots.

6.3.5 Since then, the London Health and Care Strategic Partnership Board (LHCSPB) have asked local areas to consider what further use could be made of the opportunities provided by the Devolution Memorandum of Understanding (MoU) to increase the pace and scale of integration. The Mayor and Cabinet will be aware that Lewisham is already a devolution pilot, testing out the freedoms and flexibilities in relation to workforce and estates. Building on existing local integration work and in response to the invitation for further bids from LHCSPB, Lewisham Health and Care Partners are considering whether there are other aspects of integration that could be put forward to test the opportunities in the MoU, both at a local and at a cross borough level, which will improve health and care outcomes and patient/service user experience.

7. Financial Implications:

7.1 There are no direct financial implications arising from this response.

8. Legal Implications:

8.1 There are no direct legal implications arising from this response.

9. Equalities Implications:

9.1 There are no direct equalities implications arising from this response.

10. Environmental Implications:

10.1 There are no environmental implications arising from this response.

Appendix A – Response to Referral points b)and c)

If you would like further information on this report please contact Carmel Langstaff on 020 8314 9575