



DEBATE PACK

Number CDP 2016-0181 , 17 October 2016

Healthcare provision in Devon

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Summary

There will be a Westminster Hall debate on healthcare provision in Devon, on Tuesday 18 October 2016 from 2.30 to 4.00 pm. The Rt Hon Sir Hugo Swire MP will lead the debate.

This briefing paper provides some background to the debate, relevant press and parliamentary coverage of some of the issues and links to further information.

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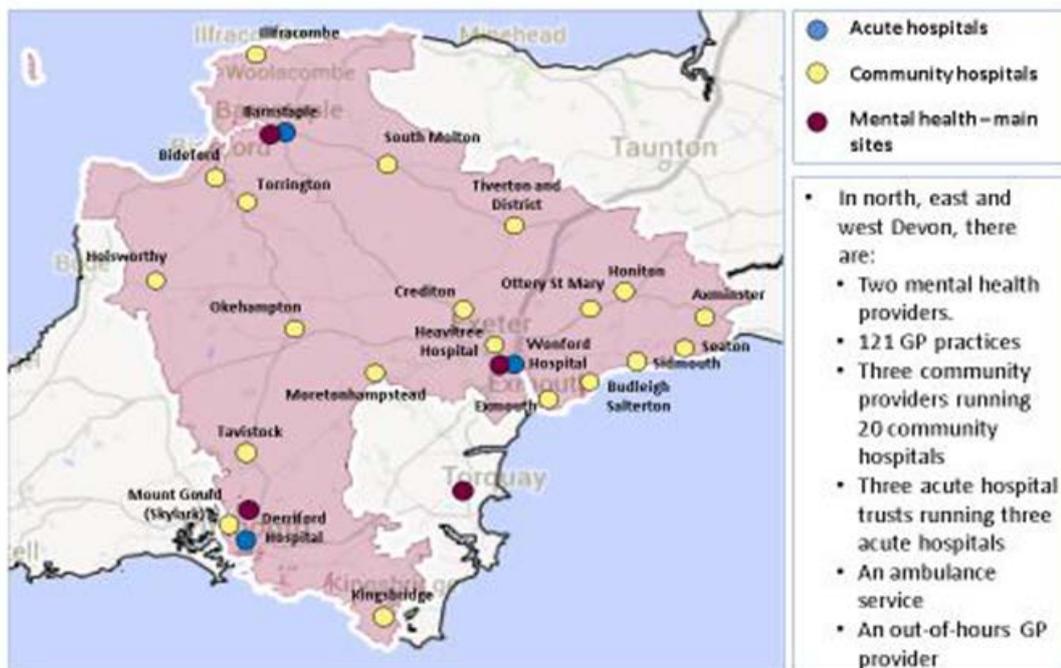
1. Background

Northern, eastern and western Devon is one of three areas in England currently under the NHS success regime (the other two are north Cumbria and Essex). It was announced in June 2015 that hospital trusts, community and mental health services, commissioners and local authorities that serve the whole county, except Torbay and south Devon, would receive additional support from NHS England, Monitor and the NHS Trust Development Authority (the latter two are now part of NHS Improvement). The Success Regime aims to improve services in local health and care systems that are struggling with financial or quality problems, or sometimes both.

North, East and West Devon's [Case for Change](#) was published in February 2016. This sets out the underlying challenges and opportunities.

There are a range of organisations providing health and social care services in north, east and west Devon, including three acute hospitals, two mental health trusts and 20 community hospitals. The Case for Change document provides the following map of the main health service providers in north, east and west Devon:

Providers in north, east and west Devon



Source: CornwallFarrar Map, amended from www.nordevonccg.nhs.uk

2. Press releases

NHS Northern Eastern and Western Devon Clinical Commissioning Group

[Success Regime in NEW Devon](#)

The north, east and west (NEW) Devon Success Regime is one of three such programmes in the country – the others are Essex, and Cumbria – and is part of the [NHS Five Year Forward View](#), the blueprint for the NHS which sets out the challenges facing health and care nationally and how radical change is needed to sustain services and improve care for patients.

The Success Regime focuses on certain areas in the country where there are deep-rooted, systemic pressures, such as financial deficits or issues of service quality.

It provides increased support and direction to secure improvement in:

- Short-term improvement against performance and financial measures;
- Medium and long-term transformation, including the introduction of new models of care;
- Developing leadership across the health system, ensuring collaborative working.

More detail on how the Success Regime operates can be found [here](#).

As for all parts of the NHS, the priority is to go faster and further with transformation. Every local health and care system must have a Sustainability and Transformation Plan, and the NEW Devon Success Regime will facilitate this.

For further information on plans for the NHS and its transformation you can see the latest [NHS planning guidance for 2016/17](#). To see a full copy of the [NHS Five Year Forward View](#)

Who is in the NEW Devon Success Regime?

The Success Regime in NEW Devon is chaired by Dame Ruth Carnall, and led by former RDE chief executive Angela Pedder.

The organisations who are members of the regime are:

- [Devon Partnership NHS Trust](#)
- [NHS Northern, Eastern and Western Devon Clinical Commissioning Group \(NEW Devon CCG\)](#)
- [Northern Devon Healthcare NHS Trust](#)
- [Royal Devon and Exeter NHS Foundation Trust](#)
- [Plymouth Hospitals NHS Trust](#)

The NEW Devon Success Regime is clinically-led and has a number of working groups. Some information is already available on the NEW Devon CCG website and we expect more to be added as the programme progresses.

The Case for Change

The [Case for Change](#) was published in February.

This document sets out:

- the local context;
- the changing needs of people in north, east and west Devon;
- the challenges facing local health and social care services;
- what great services could look like; and
- what happens next.

NHS England

[Devon to benefit from success regime](#)

3 June 2015

NHS England Chief Executive Simon Stevens today (Weds) announced in a speech at a major health conference that Devon would be one of three areas in England where local health and care organisations worked together to make improvements for patients as part of the new Success Regime.

[The NHS Five Year Forward View](#), published last year, set out a vision for the future of the NHS, including how it will need to evolve to meet the challenges of the future on health and wellbeing; care and quality; and funding and efficiency.

As part of this, it set out an ambition to start transforming services for the future and some organisations are already at the stage of piloting new models of care. But it also looks at what can be done to support those areas which still face challenges and where the conditions for transformation do not yet exist.

The Success Regime aims to help create the conditions for success in these challenged areas. Its purpose will be to protect and promote services for patients in local health and care systems that are struggling with financial or quality problems, or sometimes both. It will provide increased support and direction and aims to secure improvement in three main areas:

- **Short-term improvement** against agreed quality, performance and financial metrics;
- **Medium and longer-term transformation**, including the application of new care models where appropriate;
- **Developing leadership** capacity and capability across the health system, ensuring collaborative working.

Devon

The arrangements in Devon will build on collaborative work that is already under way between NHS and organisations and their partners on planning strategically for the future.

Those involved include the hospital trusts, community and mental health services, commissioners and local authorities that serve the whole county except Torbay and south Devon.

The new support from NHS England, Monitor and the Trust Development Authority will provide additional leadership and resources, working across organisational boundaries to help make the changes that are needed. It will also help each of the organisations involved to tackle the underlying issues behind rising deficits.

NHS England’s Director of Commissioning Operations for the South West, Anthony Farnsworth, said the scheme would help all organisations put the interests of patients first.

“A lot has already been done locally so the new support is about building on this and adding to leadership capacity across the whole health and care system,” he said.

“We know we can do so much more collectively, working across organisational boundaries, than we can individually. That is a central message of the scheme unveiled today.”

Dr Tim Burke, chairman of NHS Northern, Eastern and Western Devon Clinical Commissioning Group, said: “Devon has already made significant inroads to address the challenges of increasing pressure on NHS services in our area.

“We recognise that only by putting organisational boundaries aside can we truly deliver the change we need and today’s announcement helps us to continue this important work. We welcome the commitment of the NHS England, Monitor and TDA to help us in this.

“Commissioning decisions must always be based on the needs of people living here, ensuring patients remain at the centre of our decision-making especially when there are times of financial difficulty.”

Northern, Eastern and Western Devon was one of 11 challenged health economies which received support with strategic planning in 2014/15.

In building on existing work, the Success Regime will look at the financial situation across the whole health economy. It will also look at governance and other issues, such as workforce, recruitment and retention. It will aim to produce a single strategic plan for the local health and care system, shared by all local stakeholders.

The local community and patients will be engaged in the work to improve their health and care system through the Success Regime and will be consulted if any major changes are suggested.

About the Success Regime

The Success Regime will seek to address deep-rooted and systemic issues that previous interventions have not tackled across the whole health and care economy. It provides local organisations with the means and opportunity to work together to improve services for patients and they will benefit from support and resource to achieve this.

The Success Regime will build upon existing approaches to providing support and challenge to local systems by working across whole health and care economies in a more joined-up way to fix the current problems rather than focussing on a single organisation when trying to solve systemic problems.

As well as identifying the issues and any changes required, it will provide both support and challenge to health and care organisations, and work with them to implement any necessary changes. This will include working with organisations to develop and strengthen leadership, with a particular focus on leaders working together to drive improvements for patients and for their organisations.

3. Press articles

Exmouth Journal, 3 October 2016

[Disappointment at government response over Exmouth's St John's Court](#)

Exeter Express and Echo, 20 September 2016

[MP voices concerns over future of Exeter's mental health recovery ward](#)
Exmouth Journal, 4 July 2016

[Call for action over Exmouth's St John's Court](#)

Plymouth Herald, 8 June 2016

[Jeremy Hunt EXCLUSIVE: Devon Success Regime to avoid £440 million healthcare debt moving too slowly](#)

A Government initiative designed to avoid £440 million of debt and improve care across Devon hospitals is moving too slowly, the health secretary. has said.

North Devon Journal, 23 May, 2016

[Huge £527million Devon and Cornwall NHS debt could be worst ever](#)

The NHS in the West Country is facing the worst financial crisis in its history, with a staggering combined deficit of more than £527 million set to plunge it into the red.

All NHS organisations in Northern, Eastern and Western Devon combined are facing by far the biggest deficit – £440 million – if nothing is done to tackle the issues over the next five years.

Exmouth Journal, 23 April 2016

[MP still backs hub idea for Exmouth's St John's Court](#)

The Guardian, June 18 2015

[Are NHS success regimes doomed to fail?](#)

NHS England chief Simon Stevens' initiative is not without merit but service improvement is a complicated long-haul task, not a top-down quick fix

Guardian, 3 June 2015

[Regulators to take over NHS services in three English regions](#)

Unprecedented move in which national NHS bodies will take over services in Essex, Cumbria and Devon could also be rolled out elsewhere

Health Service Journal, 3 June, 2015

[First three troubled areas to be put into 'success regime'](#)

- Simons Stevens names areas in north, east and South West put into new "success regime"
- Services in these areas will need to redesign of clinical models
- NHS England chief also underlined need for the NHS to quickly make efficiency savings

4. Parliamentary questions and debate

[Health and Social Care: Plymouth](#)

Johnny Mercer (Plymouth, Moor View) (Con)

If he will visit Plymouth to discuss how its city council has pooled health and social care budgets. [906490]

The Parliamentary Under-Secretary of State for Health (David Mowat)

Plymouth has gone further and faster in integrating health and social care than many parts of the country have done. The integrated fund that it has set up covers housing and leisure as well as health and care. I would be delighted to visit Plymouth and to learn more about how the fund is working in practice.

Johnny Mercer

As my hon. Friend points out, Plymouth has taken innovative steps to try to address some of the funding inequalities at play within the Northern, Eastern and Western Devon clinical commissioning group. However, between the calculated spend and the actual spend, there is a funding shortfall of £30 million. Will he agree to work with local MPs, stakeholders and those involved in the wider Devon sustainability and transformation plan to develop a written agreement to address these inequalities?

David Mowat

My hon. Friend refers to the timing lag that can exist between target and actual funding. When I visit, I will be delighted to meet stakeholders not only to understand the allocation issues to which he refers but to congratulate the health and social care leadership on the progress they have made with their fund and on the above-average satisfaction ratings that have been achieved in Plymouth.

Mr Ben Bradshaw (Exeter) (Lab)

When the Minister is in Devon, will he meet patients' groups and NHS staff, who are very worried about the proposals under the Government's Orwellian Success regime, which include the closure of scores of community hospital beds, including the only community hospital beds in Exeter at Whipton hospital? Although it may make sense to integrate, and it certainly makes sense to move money from beds and buildings to better care for people in their homes, does he accept that it is simply not deliverable against a backdrop of massive cuts in social care budgets? [906501]

David Mowat

Yes, I am happy to meet in that context. The right hon. Gentleman is right that the Success regime is about a transfer of resources from the community hospitals to care at home and domiciliary care. That is not

necessarily the wrong thing to do, but it must be done right, and I am happy to meet.

Dr Sarah Wollaston (Totnes) (Con)

I welcome greater integration, but the Minister will be aware that there are grave concerns about the effect of cuts to social care on the NHS. More and more patients are spending greater time in more expensive settings in hospital when they could be better looked after in their own homes or in the community, but cuts to social care make that impossible. Will the Minister set out what appraisal the Government are making of the effect and the damage to the NHS of cuts to social care?

David Mowat

My hon. Friend is right: social care funding is tight. It is also true to say that those parts of the country that do the best in this regard—there are some that do considerably better than others—have integrated social care and health most effectively. On the budget itself, there is some disparity among different local authorities. About a quarter of local authorities have increased their adult social care budget by 5% or more this year.

11 Oct 2016 | Oral questions - Lead | 906490 | 615 cc140-1

[North Devon Hospital](#)

Asked by: Heaton-Jones, Peter

To ask the Secretary of State for Health, if he will take steps to ensure that the Success Regime review at North Devon District Hospital does not lead to a reduction in services provided at that hospital.

Answering member: Ben Gummer

The Success Regime aims to improve the quality and sustainability of health and care services for local people.

North, East and West Devon's 'Case for Change' sets out the underlying challenges and opportunities. Change will be led by clinicians, in the best interests of communities. No specific proposals have been identified and the programme welcomes input from the people of North Devon. Hospital-based services will continue to be important across Devon, including in the North of the county.

10 May 2016 | Written questions | 904955

[Health Services: Devon](#)

Asked by: Bradshaw, Mr Ben

To ask the Secretary of State for Health, what recent discussions his Department has had with NHS England on potential intervention measures to address financial problems in the NHS in Devon; what criteria will be used to decide on the timing of the application of such measures; and whether he expects the application of such measures to be affected by the timing of the general election.

Answering member: Jane Ellison

This is a matter for the National Health Service.

Devon is one of eleven financially challenged health economies to be provided with support from NHS England, Monitor and the NHS Trust Development Authority to develop and strengthen their strategic plans. The report of this joint work was published in December 2014 and is attached.

Work based on this support is ongoing in each of the local health economies. This includes the consideration of strategic plans, consultations on possible reforms and the implementation of recommendations flowing from this. The timescales for these processes will be different in each of the 11 areas.

We hold meetings with NHS England on a regular basis to discuss a wide range of issues, including NHS services in the South West of England.

20 Mar 2015 | Written questions | 227795

[Health Services: Devon](#)

Asked by: Bradshaw, Mr Ben

To ask the Secretary of State for Health, what recent discussions Ministers in his Department have had with NHS England on the increasing financial deficit in NHS organisations in Devon.

Answering member: Jane Ellison

This is a matter for the National Health Service.

Devon is one of eleven financially challenged health economies to be provided with support from NHS England, Monitor and the NHS Trust Development Authority to develop and strengthen their strategic plans. The report of this joint work was published in December 2014 and is attached.

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20 Mar 2015 | Written questions | 227754

[Health Services: Devon](#)

Asked by: Bradshaw, Mr Ben

To ask the Secretary of State for Health, if he will publish the final report by PwC on the financial challenge facing the NHS in Devon, which was completed in August 2014.

Answering member: Jane Ellison

Monitor, the NHS Trust Development Authority and NHS England jointly commissioned work to support the 11 local health economies (LHEs) that were identified as being financially challenged, including Devon.

We are advised that consultancy firms (in Devon's case, Pricewaterhouse Coopers) were not commissioned to produce a report as described in the question, but to support the LHEs with the development and strengthening of their strategic plans.

Work based on this support is ongoing, and a number of steps have to be taken in each of the LHEs. These include the consideration of strategic plans, consultations on possible reforms and the implementation of recommendations flowing from this. It would not be appropriate to release information ahead of these steps.

20 Mar 2015 | Written questions | 227753

[Health Services: Devon](#)

Asked by: Bradshaw, Mr Ben

To ask the Secretary of State for Health, what recent assessment he has made of the financial situation of NHS organisations in Devon.

Answering member: Dr Daniel Poulter

This is a matter for the National Health Service.

Devon is one of eleven financially challenged health economies to be provided with support by NHS England, Monitor and the NHS Trust Development Authority under the Intensive Planning Support Programme. The report of this work, along with planning guidance, was published in December 2014.

System-wide solutions to address the financial problems within the local health economy are currently being worked up under the Local NHS Futures Programme.

We hold meetings with NHS England on a regular basis to discuss a wide range of issues, including NHS services in the South West of England.

16 Mar 2015 | Written questions | 227363

[Health Services: Devon](#)

Asked by: Bradshaw, Mr Ben

To ask the Secretary of State for Health, what steps he is taking to provide financial support to NHS organisations in Devon.

Answering member: Dr Daniel Poulter

This is a matter for the National Health Service.

Devon is one of eleven financially challenged health economies to be provided with support by NHS England, Monitor and the NHS Trust Development Authority under the Intensive Planning Support Programme. The report of this work, along with planning guidance, was published in December 2014.

System-wide solutions to address the financial problems within the local health economy are currently being worked up under the Local NHS Futures Programme.

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16 Mar 2015 | Written questions | 227361

Urgent Question

[NHS Success Regime](#)

Andy Burnham (Leigh) (Lab): To ask the Secretary of State for Health if he will make a statement on the success regime.

4 Jun 2015 | Parliamentary proceedings | 596 cc752-765

5. Useful links

Clinical Commissioning Groups (CCGs):

[Northern, Eastern and Western Devon CCG](#)

[South Devon and Torbay CCG](#)

Acute Trusts:

[Northern Devon Healthcare NHS Trust](#)

[Royal Devon and Exeter NHS Foundation Trust](#)

[Torbay and South Devon Healthcare NHS Foundation Trust](#)

[Plymouth Hospitals NHS Trust](#)

Community and Mental Health Trusts:

[Devon Partnership NHS Trust](#)

[Plymouth Community Healthcare \(CIC\)](#)

Further information on the success regime is available from NHS England:

[FIVE YEAR FORWARD VIEW, The Success Regime: A whole systems intervention](#), June 2015

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