

**Southend University Hospital NHS Foundation Trust  
Board Meeting (date: 7<sup>th</sup> September)**

**\*FOR APPROVAL**

**TITLE OF PAPER: The Case for Change, Mid & South Essex Success Regime**

**Report submitted by: Andy Vowles, Programme Director, Success Regime**

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**1 PURPOSE**

- 1.1. The purpose of this report is to provide the Board of Southend University Hospital NHS Foundation Trust with a comprehensive summary of the case for change for Mid & South Essex. The case for change is being submitted in advance of the pre consultation business case document which will be reviewed in line with the NHS England “*Planning, assuring and delivery service change for patients*” policy by the NHS England Investment Committee.

**2 CONTEXT**

- 2.1. The Success Regime is part of the NHS Five Year Forward View, which is a blueprint for the NHS to take decisive steps to secure high quality, joined up care. The Five Year Forward View sets out the challenges facing health and care nationally and how radical change is needed to sustain services into the future and improve care for patients. The Success Regime aims to improve health and care where systems are managing financial deficits, issues of service quality, or both. It concentrates on certain areas of the country where there are deep-rooted, systemic pressures. Essex was selected as one of three programmes nationally in June 2015.

**Success Regime milestones to date**

June 2015	Success Regime launched
September 2015	Phase 1: diagnostic – a detailed review to assess the challenge and scope for action
November 2015	Conclusion of phase 1 – decision to focus on Mid and South Essex
December 2015	Programme set up, including recruitment process for an independent chair Launch of Phase 2 to develop options and plans for implementation including local engagement and consultation
January 2016	Establishment of a Clinical and Professional Leaders Group
February – May 2016	Implementation planning and mobilisation of workstreams

- 2.2 Following a diagnostic phase running from October to November 2015, the decision was taken to focus on Mid and South Essex. The region is largely self-contained, with 93% of local trust activity coming from Mid and South Essex patients. It also allows for the Success Regime to build off existing Acute Care Collaboration (ACO), creating potential to evolve and leverage governance structures. More radical clinical reconfiguration is made possible as drive time between sites is less than 40 minutes.
- 2.3 In line with NHS guidance for each health and care system in England to produce multi-year Sustainability and Transformation Plans (STP)<sup>1</sup>, the Success Regime provides the core focus areas for the Mid and South Essex STP and shares the same geographic boundaries and governance.
- 2.4 The Success Regime is overseen by, and reports to, NHS England and NHS Improvement regional leads. Building on ongoing transformation, it offers management support, financial support and a programme discipline to accelerate the pace of change.

### 3. GOALS OF THE SUCCESS REGIME

- 3.1. There is a clear and urgent case for change in the Mid and South Essex healthcare system. Following the diagnostic phase of the Success Regime, in which a wide range of stakeholders were engaged on the future of health services in the region, three goals have been established to guide the programme. As such, the Success Regime aims to:

**Create and support the development of a transparent, internally consistent, whole system plan to:**

- Enable organisations to deliver high quality care for patients and reduce local health inequalities;
- Achieve financial balance by 2020-21
- Secure sustainable services for the future;
- Address root causes identified in the diagnostic
- Provide directional clarity to enable organisations to plan over next 2-3 years

**Establish a locally led and nationally supported programme to deliver the plan**

- Build and extend existing strategies / collaborations which are consistent with 5YFV
- Foster greater balance between system view and organisational view
- Incorporate building change and other capabilities in leaders and workforce

**Use NHSE and NHSI oversight to unblock barriers to enable delivery at pace**

- Apply flexibility to business rules; give 'permissions'
- Encourage a system approach, collaboration, and focus on 5YFV
- Bring national expertise and other forms of support to bear
- Enable headroom for change from national operational requirements

<sup>1</sup> NHS Shared Planning Guidance 2016-17 – 2020-21 [LINK]

## 5 RECOMMENDATIONS

- 5.1 The Board are asked to discuss and approve The Case For Change.
- 5.2 The Board is asked to note that a full pre-consultation business case is being developed. This will be submitted to the Board for agreement later in 2016.

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**Date submitted:** 11 August

**Appendices:** Appendix A – The Case For Change – Mid and South Essex Success Regime