

A photograph of a woman holding a baby, with a healthcare professional (nurse or doctor) standing next to her, looking at the baby. The image is overlaid with a blue geometric pattern of triangles.

FIVE YEAR FORWARD VIEW

The Success Regime: A whole systems intervention
The First Health and Care Economies (Annex)

Introduction

The Five Year Forward View signalled the intention by the national bodies to introduce a new regime to create the conditions for success in the most challenged health and care economies: the 'Success Regime'. This new regime will represent a change in approach to providing support and challenge to local systems. The regime:

- Will be overseen jointly by NHS England, Monitor and the NHS Trust Development Authority, working closely with the Care Quality Commission;
- Will **work across whole health and care economies** – with providers, commissioners and local authorities – **and address systemic issues** as opposed to merely focusing on individual organisations;
- Will provide the necessary support and challenge to health and care economies through from **diagnosing** the problems, identifying the changes required and **implementing** these changes;
- Will seek to strengthen **local leadership capacity and capability**, with a particular focus supporting transformation and developing collaborative system leadership;
- Has a direct link to the **new care models** work of the Five Year Forward View, and will consider whether the application of the new care models may form part of the solution for the selected health and care economies.

The First Health and Care Economies to enter the Success Regime

Work with some of the most challenged health and care economies will start now. The first sites to enter the regime have been chosen by the regional directors from NHS England, Monitor and NHS Trust Development Authority (TDA), and approved by the Board of the seven Chief Executives of the national bodies. Selection decisions have been informed by quantitative – for example, quality metrics and financial performance – and qualitative information.

Three health and care economies will enter the regime from today, and further localities may enter the regime in the future. Below is a brief introduction to the first health and care economies to enter, and a description of the challenges that the regime will seek to address. The size of the health and care economies with which we work may change during the course of the regime, and the required geographical scope will be finalised as part of the diagnostic phase.

North Cumbria

- North Cumbria was one of the 11 challenged health economies which received support with their strategic planning from the national bodies in 2014/15. There is therefore existing work regarding the future of the locality on which the regime will be able to build.
- There are quality and governance issues with local providers. The causes of and power to address all the quality issues does not sit exclusively with the trust but also across the whole health and care economy.
- There is a need for a single strategic plan for the local health and care economy shared by all local stakeholders, and the proposed transaction between North Cumbria University Hospitals NHS Trust and Northumbria Healthcare Foundation Trust is on hold as a result of North Cumbria entering special measures.

- The financial situation across the whole health economy is unsustainable in the long-term, and there are significant issues regarding workforce, recruitment and retention.

Essex

- There are operational and quality challenges which present risks to clinical sustainability.
- There are financial sustainability challenges across the local health economy.
- There is a recognition that additional levers and regulatory mechanisms may be required, in order to introduce new ways of working and new models of care.
- There are workforce challenges across primary and secondary care in the local health economy.
- Mid Essex was one of the 11 challenged health economies which received support with its strategic planning from national bodies in 2014/15. The Success Regime will build on this work.

Northern, Eastern and Western Devon

- In 2014/15 the Local Health Community was identified as part of the Challenged Health Community Work, and from that significant and increasing Health Community deficits were forecast if action is not taken.
- All partners in the system need to work more closely together to develop a service and financial strategy that delivers National Operational Performance Standards and financial balance.
- The Success Regime will ensure leadership across the community is aligned to a clear strategy; will support the local leaders to deliver change across organisational boundaries; and build on the potential for new models of care to support change.

