

Governing Body meeting (held in public)

DATE: 24 March 2016

Title	South East London Sustainability and Transformation Plan update
This paper is for Discussion	
Recommended action for the Governing Body	That the Governing Body: 1. Note the progress of this programme of work.
Potential areas for Conflicts of interest	None.
Executive summary	<p>The leaders of the national health and care bodies in England have set out steps to help local organisations plan over the next six years to deliver a sustainable, transformed health service and to improve quality of care, wellbeing and NHS finances.</p> <p>Called <i>Delivering the Forward View</i>, the NHS planning guidance for 2016/17 – 2020/21 includes the introduction of a new, dedicated Sustainability and Transformation Fund worth £2.1 billion in 2016/17 and rising to £3.4 billion in 2020/21. This fund will help to get hospitals back on their feet, support the delivery of the NHS Five Year Forward View, and enable new investment for critical priorities such as primary care, mental health and cancer services.</p> <p>The planning guidance outlines a new approach to help ensure that health and care services are planned by place rather than around individual institutions.</p> <p>As in previous years, NHS organisations are required to produce individual operational plans for 2016/17. In addition, every health and care system will be required, for the first time, to work together to produce a Sustainability and Transformation Plan (STP), a separate but connected strategic plan covering the period October 2016 to March 2021.</p> <p>The STP will describe an overall local vision to pursue the ‘triple aim’ set</p>

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out in the NHS Five Year Forward View:

- improved health and wellbeing
- transformed quality of care delivery
- sustainable finances

The plan will also cover all areas of CCG and NHSE commissioned activity including:

- Specialised services, from the 10 collaborative commissioning hubs
- Primary medical care, from a local CCG perspective
- Integration with local authority services (prevention, social care, reflecting local agreed health & wellbeing strategies)

The STP process is significant because it:

- Takes a whole system approach to health and social care planning
- Requires systems to work together to produce a sustainable plan that both meets quality and performance standards and ensures financial sustainability
- This will require conjoined commissioner and provider plans which align activity and finance and achieve the national must dos on quality and performance
- The STP is the single application and approval process for transformation funding for 2017/18, and provider access to the £1.8bn STP fund in 2016/17 which is targeted primarily at providers of emergency care and is aimed at getting the sector back into balance as a whole.

South east London is further advanced compared to other STP footprints in the country, with a large amount of work already done as part of the Our Healthier South East London (OHSEL) programme. The south east London STP will build on the OHSEL strategy. Work has already started in light of the tight timelines associated, with a dedicated programme workstream supporting the submission planning process.

The core components of the first STP submission on 11 April are expected to include:

- a base case; both financial and clinical (i.e. the do nothing scenario)
- a number of supporting artefacts that enable development of the STP including:
 - a programme plan with clearly defined workstreams and milestones
 - governance arrangements that provide appropriate leadership

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	<p style="text-align: center;">and control to STP development</p> <ul style="list-style-type: none"> - resource agreements across the strategic planning group to support STP development • Interdependencies between both the financial and clinical base case will need to be considered and accounted for when designing and agreeing supporting artefacts. <p>The final submission of the STP is late June 2016, with a first draft expected by NHS England in early April.</p>	
How does this paper support the CCGs objectives?	Patients:	The south east London STP will build on the OHSEL strategy which aims to improve the health of local patients and reduce health inequalities across SE London.
	People:	The south east London STP will build on the OHSEL strategy which dovetails with the CCG's emerging commissioning intentions with organisation and workforce development as a key commissioning "enabler".
	Pounds:	The south east London STP will build on the OHSEL strategy which aims to ensure that healthcare services across SE London are sustainable in the long term.
	Process:	The south east London STP will build on the OHSEL strategy which aims to ensure the health services provided Bexley and across SE London meet safety and quality standards. The strategy complements the CCG's plans and focuses particularly on the areas where improvement can only be delivered by collective action or where there is added value from working together.
What are the Organisational implications	Key risks	None arising specifically from this report
	Equality	The south east London STP will build on the OHSEL strategy in which equalities analyses will be carried out throughout the programme to ensure that the strategy is informed by the diverse population in south east London and to enable us to the potential impact on communities with protected characteristics to be fully understood.
	Financial	The south east London STP will build on the OHSEL strategy that addresses the affordability challenge for CCGs across SE London
	Data	The south east London STP will build on the OHSEL strategy which has identified the need for GP systems that enable the sharing of records across practices and local care networks is addressed by the programme.

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	Legal issues	None arising specifically from this report
	NHS constitution	None arising specifically from this report
Engagement	There is a planned approach to communications and engagement developed by the OHSEL communications and engagement workstream, with input from all six SE London CCGs to ensure that all engagement in relation to the programme is planned and delivered as appropriate.	
Audit trail	None in relation to this report	
Comms plan	There is a planned approach to communications developed by the OHSEL communications and engagement workstream, with input from all six SE London CCGs to ensure that all communications in relation to the programme is planned and delivered as appropriate.	
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Date	14 March 2016	

Sustainability and Transformation Planning



A partnership of Bexley, Bromley, Greenwich,
Lambeth, Lewisham and Southwark Clinical
Commissioning Groups and NHS England



**GB update
March 2016**

Sustainability and Transformation Planning

In December 2015, NHS England released planning guidance on the new Sustainability and Transformation (STP) planning process. The STP is the new single application process for all 2017/18 transformation funding. The planning process will require building on the work of the OHSEL strategy to develop a five-year whole system approach to health and social care planning in South East London.



Sustainability and Transformation Planning

Overview

Planning guidance was published on 22 December which set out the requirement for the NHS to produce two separate but connected plans:

- A five year Sustainability and Transformation Plan (STP), place based and driving the Five Year Forward View;
- A one year operational plan for 2016/17, organisation based but consistent with the emerging STP.

The STP process is significant because it:

- It takes a whole system approach to health and social care planning.
- It requires systems to work together to produce a sustainable plan that both meets quality and performance standards and ensures financial sustainability.
- This will require conjoined commissioner and provider plans which align activity and finance and achieve the national must dos on quality and performance.
- The STP is the single application and approval process for transformation funding for 2017/18, and provider access to the £1.8bn STP fund in 2016-17 which is targeted primarily at providers of emergency care and is aimed at getting the sector back into balance as a whole.

Planning for the South East London level will be co-ordinated through the OHSEL programme given the overlap with the OHSEL strategy. Work has already started in light of the tight timelines associated, with a dedicated programme workstream supporting the submission planning process.

The final submission of the STP is late June 2016, with a first draft expected by NHS England late March.

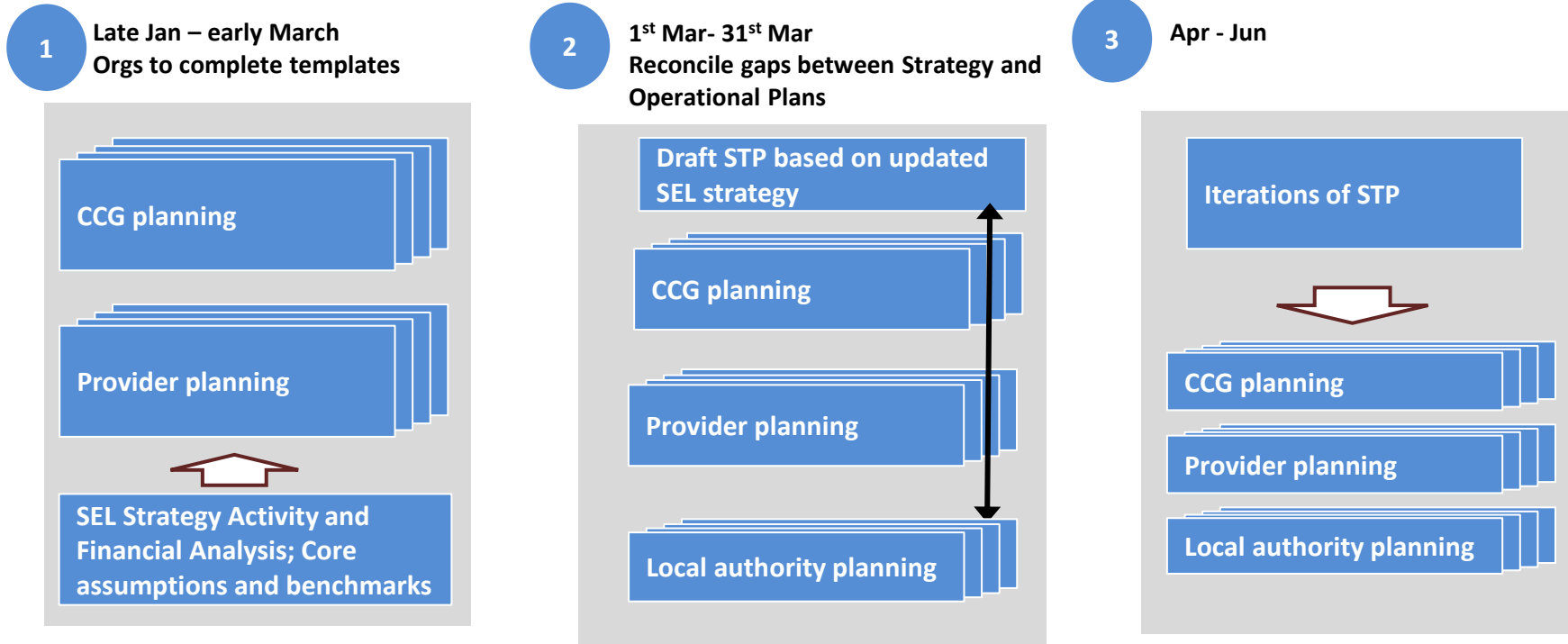
Rapid Assessment

- R No work done/ little evidence available to meet the criteria
- A Work partially done but underway and criteria can be met
- G Work mostly done and criteria can be met

SEL is further advanced compared to other STP footprints in the country, with a large amount of work already done as part of the OHSEL programme. The SEL STP will be building on the OHSEL Strategy with further details on programmes, update on progress to date and additional STP requirements.

	Sub-criteria	Assessment
A	<div style="background-color: #0056b3; color: white; padding: 10px; margin-bottom: 10px;">Quality of plan</div> <ul style="list-style-type: none"> A clear and powerful vision Scale of ambition and track record of progress A programme of a coherent set of activities to make it happen (from self-care, prevention through to digital transformation) Evidence for systematically borrowing good practice from other geographies and adopting national frameworks Demonstrate learning and adapting; Research and innovation 	G
B	<div style="background-color: #0056b3; color: white; padding: 10px; margin-bottom: 10px;">The reach of the local process</div> <ul style="list-style-type: none"> Evidence for an open, engaging and iterative process with <ul style="list-style-type: none"> Clinicians Patients, carers, citizens Local community partners, including 3rd sectors Local government through H&WBB 	G
C	<div style="background-color: #0056b3; color: white; padding: 10px; margin-bottom: 10px;">Strength and unity of local partnerships</div> <ul style="list-style-type: none"> Vision shared for the local community, which involves local government as appropriate Evidence that local leaders working as a team with strength and unit 	G
D	<div style="background-color: #0056b3; color: white; padding: 10px; margin-bottom: 10px;">Confidence in the implementation plan</div> <ul style="list-style-type: none"> Clear governance arrangements A clear sequence of the implementation action Demonstrable capabilities to implement the plan 	A
E	<div style="background-color: #0056b3; color: white; padding: 10px; margin-bottom: 10px;">Robust financials</div> <ul style="list-style-type: none"> Sufficient evidence to demonstrate how financial balance will be achieved Demonstrate value for money for public fund 	A

Approach to aligning 16/17 Operational Plans and the SEL STP



- Three separate templates, each based on the existing requirement:
 - NHSE template for commissioner
 - NHSI template for providers
- Orgs to complete planning with advice from OHSEL team, through individual meetings to discuss emerging 2016/17 plans, assumptions for five year planning, the impact of local QIPP schemes and the impact of the programme on local commissioning
- OHSEL finance team to bring together a consolidated five year position across south east London

- Reconcile organisation-level planning with the updated SEL plan and feedback gaps, both in terms of strategic direction and financial position
- Highlight areas of significant mismatch between commissioners and providers
- Engagement with local authority planning to achieve alignment
- Further develop investment requirements across SEL, and aggregate those in organisational plans and in SEL plan

- STP developed with further details on service models, revised SPG-wide finance position, investment requirement, implementation planning
- Iterations of STP shared with CCGs, providers and local authorities through established working groups
- CCGs and providers to collaborate on an iteration of plans, to minimise mismatch for future planning