

<b>MEETING:</b>	Haringey Clinical Commissioning Group Governing Body Meeting
<b>DATE:</b>	Wednesday, 30 November 2016
<b>TITLE:</b>	North Central London Sustainability and Transformation Plan
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## SUMMARY:

### Introduction

This report provides an overview of the published North Central London (NCL) Sustainability and Transformation Plan (STP).

The documents submitted are appended to this cover note and are:

- The draft NCL STP strategic narrative submitted to NHS England on 21 October 2016;
- NCL STP summary document

### Sustainability and Transformation Plan

The draft STP has been produced by all the main healthcare organisations and local authorities within North Central London. It sets out plans to meet the challenges faced locally and to deliver high quality and sustainable services in the years to come.

The vision for the STP is for North Central London to be a place with the best possible health and wellbeing, where no one gets left behind.

The clinical case for change within the STP describes the changing health and care needs of local people and the key issues facing health and care services in North Central London.

It will be used to guide the transformation of local services over the next five years.

The clinical case for change in the STP is aligned to address the gaps identified in the Five Year Forward Plan for health and wellbeing, care and quality, and finance.

To support delivery of the vision for the STP and address the clinical case for change a programme of transformation has been designed with four fundamental aspects:

- **Prevention:** We will increase our efforts on prevention and early intervention to improve health and wellbeing outcomes for our whole population;
- **Service transformation:** To meet the changing needs of our population we will transform the way that we deliver services;
- **Productivity:** We will focus on identifying areas to drive down unit costs, remove unnecessary costs and achieve efficiencies, including working together across organisations to identify opportunities to deliver better productivity at scale;
- **Enablers:** We will build capacity in digital, workforce, estates and new commissioning and delivery models to enable transformation.

Delivering these plans will result in improved outcomes and experience for the local population, increased quality of services and significant savings.

The STP is still work in progress. Despite the development of the plans for prevention, service transformation, productivity and enablers the draft STP submitted on 21 October 2016 showed an overall £75m deficit in 2020/21 across NHS organisations. A number of areas for further work have been identified between now and Christmas where additional savings can be found to address this residual gap.

To ensure overall delivery as a system, a robust governance structure is being developed to enable NHS and local government partners to work together in new ways to drive implementation.

It is crucial that the whole system is aligned around delivery of the STP and work is underway to ensure that the development of the two-year health contracts that are being put in place for 2017/18 - 2018/19 are consistent with the STP strategic framework.

There is more work to do to finalise the granular detail of our delivery plans and address the residual challenge forecast. Development of plans in more detail will involve full engagement of people who use services and the public to ensure those plans are reflective of their needs. There is a commitment to being radical in approach, to focusing on improving population health and delivering the best care in London. Our population deserves this, and we are confident that we can deliver it.

The draft North Central London Sustainability and Transformation Plan therefore articulates:

- The health and social care landscape, and its complexity;
- The collective understanding of the challenges faced through the clinical case for change;
- The vision for health and care in NCL in 2020/21;
- The plans to deliver the vision and address the challenges, and the delivery framework that will enable implementation of those plans;
- The impact expect to be achieved through the delivery of the plans;
- Supporting governance arrangements;
- Plans for securing broader public support and engagement with the STP proposals;
- Next steps for further developing proposals and responding to our residual financial gap.

## Workstream delivery plans

Submission of the draft NCL STP is supported by the development of workstream delivery plans.

The workstreams focus on identified priorities for joint working across NCL and focus on:

**1. Prevention:** We will increase our efforts on prevention and early intervention to improve health and wellbeing outcomes for our whole population:

- This includes a focus on population health, particularly in areas that will support improved outcomes and reduced costs within the five-year period of the STP – smoking, alcohol, obesity, falls and sexual health (use of long-term contraception and earlier diagnosis of HIV);
- A focus on a workforce for prevention including mental health first aid, dementia awareness, and the making every contact count programme;
- A focus on healthier environments including workplace wellbeing and an environment to help reduce childhood obesity.

**2. Service transformation:** To meet the changing needs of our population we will transform the way that we deliver services:

- A focus on developing out of hospital services and providing health and care closer to home. This includes the development of urgent care and primary care services;
- Development of mental health services for adults and children;
- Urgent and emergency care including an integrated urgent care system;
- Optimising elective care pathways including outpatient activity;
- Consolidation and/or networking of services following the previous template in London for stroke and trauma services;
- Cancer pathways including earlier diagnosis and improving patient experience.

**3. Productivity:** We will focus on identifying areas to drive down unit costs, remove unnecessary costs and achieve efficiencies, including working together across organisations to identify opportunities to deliver better productivity at scale through a focus on:

- Workforce (skill-mix; shared recruitment and bank functions, increase retention);
- Reducing operational and clinical variation including a response to recommendations in the Carter Report;
- Procurement efficiencies by acting at scale;
- Sharing back office functions;
- Reducing contract and transaction costs including new commissioning and contract models;
- Cost improvement schemes including theatre productivity.

**4. Enablers:** We will build capacity in digital, workforce, estates and new commissioning and delivery models to enable transformation. This will be done through workstreams for:

- Workforce including the use of integrated employment models, developing new roles to support new models of care, and enabling productivity opportunities;
- Digital maturity including interoperability across providers as envisaged with the “Care My Way” programme in Islington;

- Estates, including developing an overarching estates strategy, optimising the use and quality of estate across health and care services, supporting delivery of new models of care by delivering linked improvements to the health and care estate, and creating partnership working between commissioners and providers to align incentives for estate release and support delivery of devolved estates powers for the NHS and partners.

**5. Patient & public engagement:** We have a commitment to work in an open and transparent way. The STP summary has been produced to support further engagement, in recognition that the full STP is a technical planning document. All organisations involved in the STP are asked to publish the full strategic narrative and summary on their websites to stimulate feedback and engagement with patients, the public, staff and other stakeholders. We recognise that engagement on the overall STP to date has been limited to the stakeholder meetings held in each borough in September, although individual STP workstreams such as mental health have also engaged users of service in the development of their plans. We will now develop an STP workstream on communications and engagement to ensure we build active and effective engagement into the further development and delivery of the STP.

#### **SUPPORTING PAPERS:**

The documents to be submitted are appended to this cover note and are:

- NCL STP
- NCL STP summary document.

#### **RECOMMENDED ACTION:**

The Governing Body is asked to:

- **NOTE** the North Central London Sustainability and Transformation Plan
- **SUPPORT** the direction of travel and priorities for improving services and outcomes set out in the STP
- **COMMENT** on next steps.

#### **Objective(s) / Plans supported by this paper:**

The NHS Five Year Forward View set out a challenging vision for the NHS. Its aim is to bring local health and care partners together to set out clear plans to pursue the Forward View's 'triple aim' to improve:

- The health and wellbeing of the population
- The quality of care that is provided
- NHS finance and efficiency of services

The NHS England 2016/17 planning guidance outlines a new approach to help ensure that health and care services are planned by place rather than around individual organisations.

To deliver this, 44 Sustainability and Transformation Plans are being developed in local geographical areas or 'footprints' across the country. North Central London is one of the five London footprints.

**Audit Trail:** The draft NCL STP strategic narrative was submitted to NHS England on 21 October 2016.

**Patient & Public Involvement (PPI):** As outlined above, an STP workstream on communications and engagement will be developed to ensure active and effective engagement is built into the further development and delivery of the STP.

**Equality Impact Assessment:** Equality Analysis will be a vital part of ensuring the STP delivers improvements across the diverse population of North Central London.

**Risks:** The Clinical Case for Change identifies key health and care risks for the population of North Central London.

**Resource Implications:** This is addressed in Section 8 of the Sustainability and Transformation Plan.