

<b>1. The North West London Sustainability and Transformation Plan and the H&amp;F Joint Health &amp; Wellbeing Strategy</b> <b>2. Investing in our acute services – Strategic Outline Case Part 1 (SOC1) and Strategic Outline Case Part 2 (SOC2)</b>	
<b>Report of:</b> Hammersmith and Fulham Clinical Commissioning Group	
<b>Open Report</b>	
<b>Classification -</b> For Policy and Accountability Review and Comment  <b>Key Decision:</b> No	
<b>Wards Affected:</b> All	
<b>Accountable Director:</b>	
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## 1. EXECUTIVE SUMMARY

Every health and care system in England has produced a multi-year Sustainability and Transformation Plan (STP), showing how local services will evolve and become sustainable over the next five years – ultimately delivering the Five Year Forward View vision of better health, better patient care and improved NHS efficiency. Hammersmith & Fulham is part of the North West (NW) London STP.

We have provided the Committee with a copy of our publicly available October draft of the STP, which sets out how we will flip the way we provide health and social care from a reactive model that waits for people to fall ill and then treat them in hospital, to a proactive one which seeks to improve prevention and well-being, and support people in the community closer to home, rather than send them to hospital.

Our STP builds on the clinically-led portfolio of programmes called *Shaping a Healthier Future* (SaHF). SaHF has undergone full public consultation, with outcomes approved by a Joint Committee of Primary Care Trusts (JCPCT) in 2013 and agreed by the Secretary of State for Health.

In December 2016 the North West London Clinical Commissioning Groups Strategic Outline Case (SOC), (also publicly available and provided here for the Committee) is a business case for £513m to invest in the primary, community and acute estate in North West London, addressing existing challenges and enabling us to implement a new model of care to improve outcomes for all our residents.

The detailed capital business case is split into two parts. SOC part 1 (SOC1) sets out the requirement for £513m of capital investment to deliver the primary care and out of hospital changes across NW London, and the hospital changes for outer NW London. SOC1 includes the critical developments in primary and out of hospital care, which are key enablers of the new model of care as well as the development of the local hospital at Ealing with the corresponding investment at Hillingdon, West Middlesex, Northwick Park and Central Middlesex.

The purpose of SOC1 is to secure the necessary capital funding from HM Treasury. SOC1 does not further develop any clinical or other service changes set out in SaHF as it is a technical document to secure capital funding, although it does set out the currently proposed list of services at Ealing hospital which will form the basis of the next stage of public engagement. It therefore does not explicitly consider transport, communications or equalities issues. These were addressed in the Decision Making Business Case in 2013 and will be further considered and addressed as services are developed and more detailed business cases are subsequently produced. SOC1 does not revisit the JCPCT decisions to designate hospital sites as major, local, elective or specialist hospitals.

SOC part 2 (SOC2), which will be developed during 2017, will include the case for investment in acute hospitals in the inner part of NW London. SOC2 is being prepared separately because of the opportunity to maximise the redevelopment potential at the St Mary's site as part of the wider Paddington regeneration. This regeneration is expected to enable a better overall estates and financial solution for the NHS.

The decision to split the SOC into two parts was to enable both to progress at the fastest possible speed and avoid any delay to the developments outlined in SOC1. This ensures that there are no adverse impacts for the residents of any borough within North West London, and that in all areas we are able to progress with the implementation of new services closer to home. The SOC follows the Treasury 5 case model for business cases.

As well as the two documents we have also submitted a presentation which highlights the key parts of the document which the Committee have asked us to discuss.

## **2. RECOMMENDATIONS**

The Committee is invited to submit and formal comments and note the report.