

<p style="text-align: center;">London Borough of Hammersmith & Fulham</p> <p style="text-align: center;">HEALTH AND WELLBEING BOARD</p> <p style="text-align: center;">7 SEPTEMBER 2016</p>	
<p>NORTH WEST LONDON SUSTAINABILITY AND TRANSFORMATION PLAN (STP): JUNE SUBMISSION</p>	
<p>Report of the Managing Director of Hammersmith & Fulham CCG</p>	
<p>Open Report</p>	
<p>Classification - For Review & Comment</p>	
<p>Key Decision: No</p>	
<p>Wards Affected: All</p>	
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1. EXECUTIVE SUMMARY

- 1.1. This report gives an overview of the key messages and priorities detailed in the North West London STP submitted to NHS England in June. It updates on emerging governance arrangements that will oversee development and delivery of the STP, consultation and engagement plans and next steps including the deadline for submission of a final plan by 21 October.

2. RECOMMENDATIONS

- 2.1. The Health and Wellbeing Board is requested to:
- Discuss and provide comment on the June submission of the NW London STP which is included with this paper as Appendix 1. The Board's comments will be sent for incorporation into the final STP which NW London is required to submit to NHS England on 21st October.
 - Once the outcome of October submission is known a further report will be presented to the Board on the service proposals and funding available in order to address the existing gap and ensuring that the costs of increased social care that will result from the delivery areas set out in the new plan.

3. REASONS FOR DECISION

- 3.1. To ensure ongoing involvement and input from the Health and Wellbeing Board and provide an opportunity for the Board to comment on the June submission prior to the final submission of the plan to NHS England on 21 October.

4. INTRODUCTION AND BACKGROUND

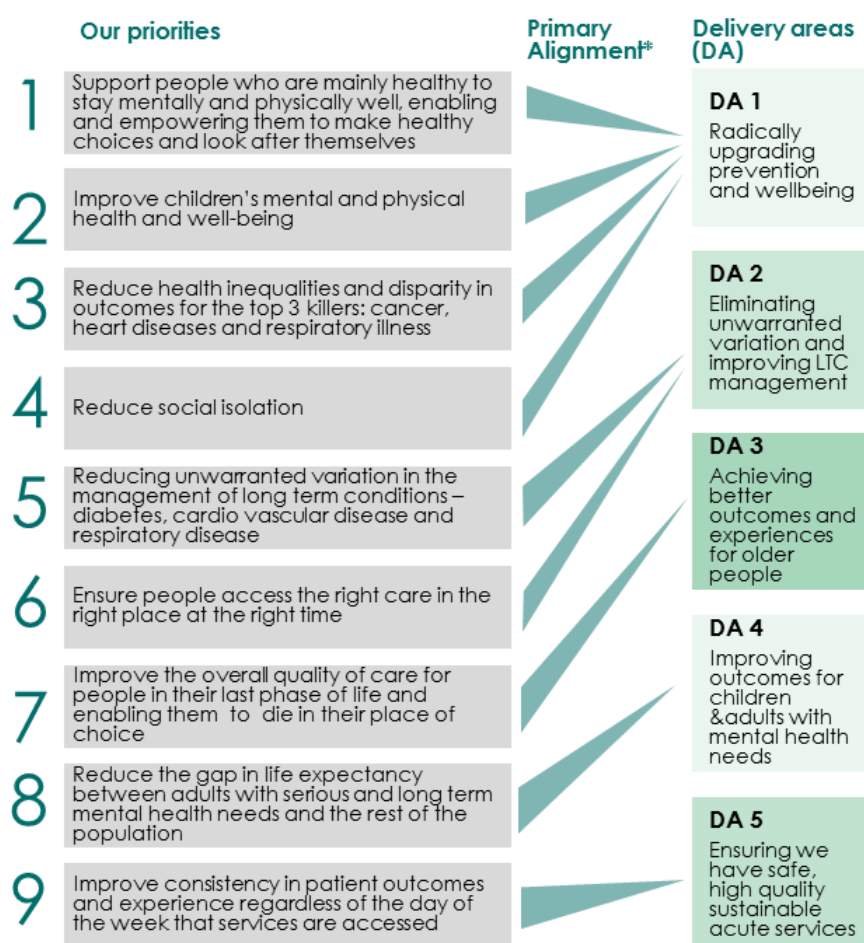
- 4.1 Sustainability and transformation plans (STPs) were announced in the NHS planning guidance published in December 2015 as a vehicle to support the delivery of the Five Year Forward View. NHS organisations in different parts of the country have been asked to come together to develop 'place-based plans' for the future of health and care services in their area. The emphasis on 'place' represents a shift in NHS planning policy from one where individual organisations act to secure organisational interests to one where organisations and services collaborate to jointly address challenges and improve the health of the populations they serve.
- 4.2 STPs are five-year plans covering all areas of NHS spending in England. A total of 44 areas have been identified as the geographical 'footprints' on which the plans will be based. The North West London footprint covers 8 boroughs¹ and 2.1 million residents.
- 4.3 STPs are local health and care systems' blueprints for accelerating implementation of the Forward View. Guidance from NHS England and other national bodies set out a series of questions for local leaders to consider in their plans, relating to the closure of three 'gaps':
1. Health and wellbeing – preventing people from getting ill and supporting people to stay as healthy as possible
 2. Care and quality – consistently high quality services, wherever and whenever they are needed
 3. Finances and efficiency – making sure services are operated as effectively as possible
- 4.4 Leaders have been asked to identify key priorities for their local area to meet these challenges and deliver financial balance. While the guidance focuses on NHS services, STPs also cover better integration with local authority services including public health and social care.
- 4.5 The NHS and local authorities across NW London have agreed to work together to deliver a better health and care system. Patient groups and other stakeholders have been involved in developing the plan. The NW London STP describes the shared ambition of partners across health and local government to create an integrated health and care system that enables people to live well and be well. A

¹ Brent, Ealing, Hammersmith and Fulham, Harrow, Hillingdon, Hounslow, Kensington & Chelsea and Westminster Councils

draft plan has been developed and was submitted to NHS England on 30 June. The key messages in the June submission were:

- To address the Triple Aim challenges, we must fundamentally transform our system.
- The vision for NW London involves ‘flipping’ the historic approach to managing care, turning a reactive, increasingly acute-based model on its head, to one where patients take more control, supported by an integrated system which proactively manages care with the default position being to provide this care in areas close to people’s homes, wherever possible.
- We have developed 9 Priorities for NW London which we must address if we are to transform our system.
- From these priorities, we have identified 5 Delivery Areas that we need to focus on to deliver at scale and pace across NW London. Figure 1 below sets out how our Priorities align to the Delivery Areas
- Local areas have created ‘Local Executive Summaries’ which show how their plans are aligned to NW London priorities. These summaries also reflect local priorities and activities to address specific local challenges.

Fig.1 - Alignment of NW London’s Priorities and Delivery Areas



- 4.6 The STP will determine how much money NW London is awarded from the Sustainability and Transformation Fund (STF). The strongest place-based plans will unlock funding from 2017/18 onwards to support their planned transformation. The STF is a national fund worth £1.8bn and is a major 'one-off' for sustainability, intended to bring NHS providers back to balance. The 44 STP footprints in England are competing for the funding and North West London is the 4th largest. The STF will gradually increase in size, rising to £3.4bn by 2020/21.

5. PROPOSAL AND ISSUES

- 5.1. In January, CCG and council officers formed a three Borough Integration and Collaboration Working Group (ICWG) to drive forward the three borough element of the North West London STP and align this with the development of the Joint Health and Wellbeing Strategies in the three boroughs.
- 5.2. An STP 'Base Case' was submitted to NHS England on 15 April setting out: the needs of NW London population, the emerging priorities, governance for implementing the plan and emerging delivery areas. Feedback received from NHS England was that NW London's plan is a good plan with strong patient engagement and a good relationship with local government.
- 5.3. A further iteration of the plan was submitted on 30 June. The London Boroughs of Ealing and Hammersmith & Fulham were not signatories to the June STP submission due to ongoing concerns around proposals developed through the Shaping a Healthier Future programme i.e. to reconfigure acute care in north west London. To move forward, the boroughs have agreed conditions (see Appendix 2 - STP Appendix A) that must be reflected in the STP document. Since submitting the plan NW London partners have met with NHS England to discuss the plans in more detail and are currently awaiting formal feedback.
- 5.4. The timelines for developing STPs and the process for approving them have been fluid. The original deadline for submitting plans to NHS England and other national bodies was 30 June 2016, but most plans will now be further developed and re-submitted by 21 October. The plans are likely to be assessed and approved in phases, depending on their quality. From April 2017, STPs will become the single application and approval process for accessing NHS transformation funding, with the best plans set to receive funds more quickly.

5.5. Governance

- 5.6. In order to work together across the system to deliver the transformation set out in the STP, partners need to develop an effective governance approach. Partners are in the process of developing a Joint Health and Care Transformation Group which will have representation from across local government and health, including commissioners, providers and patient representatives. The purpose of this group will be to oversee the development of the STP and its delivery and its first meeting will take place in late September. (A draft overview of governance arrangements and membership is attached as Appendix 3)

- 5.7. NW London is required by NHS England to re-submit its plan on 21st October (date is provisional at this time). Between now and October the priorities are:
- Completing the plan – incorporating feedback from local governance boards and from public and staff engagement
 - Establishing governance arrangements to support the STP delivery
 - Mobilising projects outlined in the STP and accelerate delivery
 - Measuring and supporting 16/17 delivery and developing a detailed plan for 17/18

6. CONSULTATION

- 6.1. NW London have collaborated with people, service users and patients at all stages of the commissioning, mobilisation and delivery cycle.
- 6.2. NW London will be continuing these conversations with people in NW London during the development of the STP, and its implementation. There is joint governance and leadership across the communications and engagement space, with a work stream led by the CCG Director of Communications in partnership with communications leads from providers and local government. This group sets the overall direction for communications and engagement but working in partnership with colleagues from across all sectors involved in the STP.
- 6.3. North West London partners have followed best practice in their work guided by the principles of discussing early and listening. All work is in partnership with commissioners, providers, local government, Healthwatch, patients groups and residents associations.
- 6.4. **Having established the delivery areas in the checkpoint submission the purpose of this phase is to engage our partners, staff, patients and residents on whether our focus is right and what more they would like to see**
- 6.5. **At a local level we have already:**
- Held 22 face to face engagement events across all eight boroughs to help co-design the local plans, on top of regular meetings of the STP planning groups
 - These events have included workshops, seminars and public meetings and been very popular with providers, patients, Healthwatch, carers and their families and lay partners
 - We have also used Health and Wellbeing Boards along with CCG Governing Body meetings to engage people
 - In Brent the Healthy Partners Forum had a turnout of around 100 people with table discussion focussed on the emerging priorities, while in Hillingdon over 100 people attended a STP focussed workshop
 - We have promoted these events through our social media platforms to maximise attendance
 - These local plans, co-designed with the local community, in turn form the basis for the full North West London STP.
 - We have provided feedback to those attending so they can see how their work has fed into the plan
- 6.6 **At a pan North West London level we have:**

- Identified the key audiences we need to be engaging with over the next few months across the eight boroughs.
- Held joint health and local government meetings across NW London to contribute to the development of the STP.
- Hosted a co-production workshop with lay partners, Healthwatch and providers to help feed into the checkpoint submission and provide an early opportunity to shape the direction of the STP.
- Ideas from that session include the Peoples Health Charter which is an important part of our STP moving forward.
- Hosted a workshop with communications leads from across sectors to help co-design the engagement strategy
- Hosted sessions with clinicians to get their input into the priorities and delivery areas, ensuring our workforce is a driver and owner of change
- Clinicians have been enthused by the process and see the value that comes from the STP
- Created a shared slide deck/core narrative covering our health and social care challenges and opportunities, STP purpose, development, goals, strategic approach and priorities – ensuring it is in patient- focused and in accessible language

6.7 Engagement from summer through to December 2016

There are four strands to the work we are now doing:

(1) With partners:

- We are designing a programme of more deliberative-style events, looking at bringing together different groups in different ways – e.g. clinicians from across sectors/organisations; all those involved in care for older people – to more directly shape further development and implementation of the STP
- We ran a market stall event for our core partners (20 July) to showcase the range of work which is happening across North West London
- Working with local government partners we will continue to review the assumptions underpinning the changes to acute services and the delivery of local services
- We will hold a second market stall event for a wider audience of partners in the autumn

(2) With staff:

- Our best advocate for the STP is our staff, spread across multiple locations and in a range of different roles. Each of our partners – whether in health or local government – is working up plans for specific staff engagement.
- Across the STP footprint we are running a series of workshops with clinicians and local government officers to engage them on the STP
- STP updates are already a regular staple of all our internal communications materials and moving into the summer/autumn we will be promoting workshops and updating on progress through internal newsletters and bulletins, weekly/monthly updates from Chief Executives and Chief Operating Officers, and online through our intranets.

- We are also working in tandem with our GP federations to engage primary care providers

(3) And with our patients and residents – through face to face meetings:

- We will set out a programme of traditional town hall style meetings and other face to face events across the eight boroughs, working closely with Healthwatch and other patient groups and residents associations across the to ensure that we get real input from the local community
- As well as having events in each borough we will also hold pan north west London events, with at least one in the inner boroughs (CWHHE) and one in the outer boroughs (BHH)
- We will exploit the variety of networks available to us from patient representative groups to local authority engagement networks to maximise public involvement
- Feedback form all these events will be made available to help shape the discussion
- These public meetings will be co-hosted by NHS and local councils where possible in each borough in September to discuss the STP. The latest dates are set out below:

Brent	26 September
Ealing	20 September
Hammersmith and Fulham	21 September (TBC)
Hounslow	27 September
Kensington and Chelsea	14 September

(4) And online:

- We are developing an online engagement tool which will allow us to do targeted audience specific engagement so that we can reach those residents who want to get involved but won't attend face to face events
- We will promote the online engagement programme through our digital media channels – twitter, Facebook etc. – which already exist across both health and local government
- The focus of this engagement phase will be to test the nine priorities and five delivery areas.

7. LEGAL IMPLICATIONS

7.1. *The requirements in respect of the timing and content of Sustainability and Transformation Plans (“STPs”) are set out in Delivering the Forward View: NHS Planning Guidance 2016/17. The Guidance was augmented by a Letter dated*

16th February 2016 which included additional information about the purpose of STPs and a timeline for the STP process, including key dates.

- 7.2. The STP will cover the period October 2016 to March 2021. Deadline for submission of the final STP is 21st October 2016.
- 7.3. Implications verified / completed by Kevin Beale, Principal Social Care Lawyer, 0208 753 2740.

8. FINANCIAL AND RESOURCES IMPLICATIONS

- 8.1. As detailed in the report, governance arrangements have commenced that will oversee development and delivery of the STP, in preparing the next steps including the deadline for submission of a final plan by 21 October 2016.
- 8.2. The West London Alliance (WLA) Finance work stream recently met and has been tasked to review and update the financial modelling which was submitted in the June NW London STP submission. For H&F Adult Social care, the financial pressures estimated of £30.9m over the next 5 years will be updated and incorporated in the October submission.
- 8.3. Once the outcome of October submission is known a further report will be presented to the Board on the service proposals and funding available in order to address the existing gap and ensuring that the costs of increased social care that will result from the delivery areas set out in the new plan.
- 8.4. Numbers at this stage are draft and indicative pending completion of work by the finance work stream led by Steven Mair.
- 8.5. Implications verified/completed by: (P. Daryanani, Head Of ASC Finance. 0208-753-2523.).

LOCAL GOVERNMENT ACT 2000

LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
	none		

LIST OF APPENDICES:

- Appendix 1 - NW London Sustainability and Transformation Plan
- Appendix 2 - NW London Sustainability and Transformation Plan Appendices
- Appendix 3 – draft governance arrangements and membership of Joint Health and Care Transformation Group