ENCLOSURE 8

SUSTAINABILITY & TRANSFORMATION PLANNING

SUMMARY:

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; and
- A one year operational plan for 2016/17, organization based but consistent with the emerging STP

This report is about the STP process. CCG’s and providers are developing their operational plans within the framework of the STP in a way that is consistent with it.

KEY ISSUES:

The STP process is enormously significant:

- 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
- The STP is the single application and approval process for transformation funding for 2017/18

South East London is well placed to develop and submit a plan because of the work we have been doing to develop the “Our Healthier South East London” (OHSEL) strategy and the governance structure and the financial modelling that supports it. This has been further strengthened by recent work on provider productivity that facilitates multi organizational working.

For South East London a number of principles are proposed for agreement:

1. The STP footprint is South East London – this needs to be agreed by the CCGs for submission to NHS England on 29 January 2016.
2. The OHSEL strategy and governance processes map onto the STP and the programme’s resources will be utilized to develop the STP
3. The principle of subsidiarity that we have used to construct the OHSEL strategy will continue. The governing authority from commissioners derives from clinically-led CCGs and we only undertake work to South East London level where it makes more sense for patients to do so. We recognize that a complex health and social care system needs to operate at multiple levels, across a variety of geographies.
4. We recognize the importance of flows from other parts of London and Kent and will work with other STP footprints.
5. We shall continue to work in partnership as a whole health and social care community operating as one NHS with partners in social care, local government, residents, patients and other stakeholders.

RECOMMENDATIONS:
The Governing Body is asked to:-

• Agree the principles outlined above
• Agree the proposal for a South East London STP footprint to be submitted to NHS England on 29 January 2016
• Note that local authorities and providers are also being invited to endorse the proposed South East London STP footprint.
• Note the attached guidance from NHS England, including the date of June 2016 for submission of the full STP from South East London with assessment and review by the end of July 2016 for funding from 2017/18

ACRONYMS
STP - Sustainability and Transformation Plan
OHSEL - “Our Healthier South East London” strategy

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11th January 2016
Planning Guidance: Two separate but connected plans

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

**The 2016/17 Operation Plan should be regarded as year one of the Five Year STP.** Operational Plans will need to:

- Reconcile finance with activity
- Demonstrate a planned contribution to efficiency savings
- Present plans to deliver the must-dos
- Look at how quality and safety will be maintained and improved
- Identify and mitigate risks through a contingency plan
- Outline how they link up and support with local emerging STPs
Planning Guidance: National ‘must dos’

• By March 2017, 25% of the population will have access to acute hospital services that comply with four priority clinical standards on every day of the week and 20% of the population will have enhanced access to primary care.

• There are **3 distinct challenges** under the banner of seven day services: reducing excess deaths by increasing consultant cover and weekend diagnostic services; offering 4 out of the 10 standards to 25% of the population during 16/17, to 50% by 2018 and complete coverage 2020.

• Improving access to **out of hours care** by achieving better integration and redesign and improving access to primary care at weekends and evenings.

• All areas will need to set out their **ambitions for seven day services** as part of their STPs.
Planning Guidance: 9 local ‘must dos’

1. Develop a **high quality, agreed STP**, achieving key identified milestones for accelerating progress in 2016/17 towards achieving the triple aim as set out in the Forward View.
2. Return the system to aggregate **financial balance**.
3. Develop a local plan to address the sustainability and quality of **general practice**.
4. Meet standards for **A&E** and **ambulance waits**
5. RTT: that more than 92% of patients on non-emergency pathways wait no more than 18 weeks.
6. Deliver the 62 day **cancer waiting standard** and improve one year survival rates
7. Achieve the two new **mental health** access standards
8. Transform care for people with **learning disabilities**, improving community provision.
9. Improve quality and implement an affordable plan for organisations in **special measures**.
The Better Care Fund will continue in 2016/17

- A mandated minimum of **£3.9bn is to be deployed locally** on health and social care through pooled budget arrangements

- There will not be a detailed national assurance process for BCF plans – Key assurance will be at regional level integrated into business planning processes for Health and Wellbeing Boards, CCGs and Local Authorities

- Local Government will be involved by supporting the Region in the moderation and assurance process, as part of the wider assurance of the NHS operational plan

- The timescales for submitting Better Care Local plans will follow the deadlines set out in the NHS Planning Guidance. A first Draft is to be submitted by: **8th February 2016**
Local Health System STPs:

- This is a local **place-based** blueprint for accelerating the implementation of the Forward View.
- The submission date for plans is **June 2016**.
- An STP will cover the period between October 2015 and March 2021 and will be subject to **formal assessment in July 2016**.
- It will cover all areas of CCG and NHS England commissioned activity including: specialised services, primary medical care, better integration with local authority services and prevention and social care.
- It involves 5 key elements:
  i) Local leaders working as a team
  ii) A clear shared vision for the local community
  iii) Agreed strategic priorities to make it happen
  iv) Execution against the plan
  v) Learning and adapting
- Further brief guidance on the STP process will be issued in **January**, setting out the timetable and phasing of national products and engagement events. **By Spring 2016**, it is intended that roadmaps will be available for national transformation initiatives.
- **NHSE is welcoming suggestions for helpful additional material to develop the STP by 29 January 2016**
The development of NEW CARE MODELS are expected to feature prominently within STPs.

In 2016/17 there is interest in trailing two new specific approaches with local volunteers: secondary mental health providers managing care budgets for tertiary mental health services; and the reinvention of the acute medical model in small district general hospitals.

Organisations interested in working on either of these approaches with NHSE should notify NHSE by 29 January 2016.
### Timetable for 2016/17 planning round

<table>
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<tr>
<th>Timetable</th>
<th>Date</th>
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<tbody>
<tr>
<td>Publish Planning Guidance</td>
<td>December 2015</td>
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<td>Publish 2016/17 indicative prices</td>
<td>Early January 2016</td>
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<td>Issue commissioner allocations and technical annexes to planning guidance</td>
<td>January 2016</td>
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<td>Baseline checkpoints due</td>
<td>January 15th 2016</td>
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<td>Launch consultations on standard contract, announce CQUIN and Quality Premium</td>
<td>January 2016</td>
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<td>Issue further process guidance on STPs</td>
<td>January 2016</td>
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<td>Localities to submit proposals for STP footprints and volunteers for mental health and small DGH trials</td>
<td>By 29 January 2016</td>
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<td>First submission of full draft 2016/17 Operational Plans</td>
<td>8 February 2016</td>
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<td>National Tariff S118 consultation</td>
<td>Jan/ Feb 2016</td>
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<td>Publish National Tariff</td>
<td>March 2016</td>
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<td>Boards of providers/commissioners approve budgets and final plans</td>
<td>By 31 March 2016</td>
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<td>National deadline for signing of contracts</td>
<td>31 March 2016</td>
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<td>Submission of final 16/17 Operational Plans, aligned with contracts</td>
<td>11 April 2016</td>
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<td>Submission of full STPs</td>
<td>End June 2016</td>
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<td>Assessment and review of STPs</td>
<td>End July 2016</td>
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The ‘national challenges’ for STPs

How will you close the health and wellbeing gap?
- How will you address the most important cost preventable causes of ill health?
- Why should Public Health England (PHE) and NHS England prioritise your geographical area?
- How will you achieve implementation of the Diabetes Prevention Programme?
- What actions will you take to address obesity?
- How will you achieve financial balance?
- How will you engage the community and help to deliver the FYFV?

How will you drive transformation to close the care and quality gap?
- What is your plan for general practice and wider primary care?
- How will you implement 7 day services by 2020 and promote the use of technology?
- How will you adopt new models of acute care collaboration?
- How will you work with organisations outside your area and learn from best practice abroad / in other sectors / industry?
- What is your plan for transforming UEC in your area?
- What is your agreed recovery plan to achieve / maintain A&E and ambulance access standards?
The ‘national challenges’ for STPs (2)

- What is your plan to maintain the elective care referral to treatment standard?
- How will you deliver transformation in cancer prevention?
- How will you improve mental health and dementia services?
- As part of the Transforming Care programme, how will your area ensure that people with learning disabilities are supported at home rather than in hospital?
- How far are you aspiring to improve the quality of care and safety in your organisations as judged by the CQC?
- What are you doing to embed an open, learning and safety culture locally that is ambitious enough?
- What plans do you have in place to reduce antimicrobial resistance?
- How will you implement the forthcoming national maternity review?
- How will you put your Children and Young People Mental Health Plan into practice?
- How quickly will you implement your local digital roadmap?
- What is your plan to retrain, develop and retain a workforce with the right skills?
- What is your plan to improve commissioning?
- How will your system be at the forefront of science, research and innovation?
The ‘national challenges’ for STPs (3)

How will you close the finance and efficiency gap?

• How will you deliver the necessary per annum efficiency across the total NHS funding base by 2020/21?
• What is your comprehensive and credible plan to moderate demand growth?
• How will you reduce costs and get the most out of your workforce?
• What savings will you make from financial controls on agency, whilst ensuring appropriate staffing levels?
• What capital investments do you plan to unlock additional efficiency? How will they be affordable and efficient?
• What actions will you take as a system to utilise NHS estate better? How does this plan support the plans you are taking to redesign care models in your area?