

REPORT FOR: HEALTH AND WELLBEING BOARD

Date of Meeting: 11 May 2016

Subject: **Sustainability & Transformation Plan (STP) Update**

Responsible Officer: Javina Sehgal, Chief Operating Officer
Harrow CCG
Chris Spencer, Corporate Director
People, Harrow Council

Exempt: No

Enclosures: North West London April Submission
Harrow STP Base Case Submission

Section 1 – Summary and Recommendation

This report sets out to update the members of the Health and Wellbeing Board for Harrow on the STP progress to date and the timeline to the NWL submission at the end of June 2016.

Recommendation: The HWB is asked to note the report and endorse the priorities set out within it. The Board is also requested to note that the final NWL STP submission will be presented to the Board at the meeting on 30 June 2016.

Section 2 – Report

Background

The NHS Five Year Forward View (FYFV), published in October 2014, set out a shared vision for the future of the NHS, which aligns to the strategic objectives in NW London and Harrow. Planning Guidance released in December 2015 set the requirement to develop a shared five-year plan. This should describe how areas will locally deliver the requirements of the Five Year Forward View. Boroughs in NW London will need to collaborate as 'place based systems' across health and local government, to address the ambition set out in the FYFV. The NWL STP will describe plans at different levels of 'place' – across the whole system in North West London, from the local to the sub-regional, as appropriate. Local plans, jointly developed for Harrow, will form the building blocks of the STP. The STP will be an umbrella plan and will bring together local place-based plans to address the health and care 'gaps' described in the Five Year Forward View:

- The health and wellbeing gap;
- The care and quality gap; and
- The funding and efficiency gap.

Harrow Response to the STP

The Care Delivery organisations serving the Harrow population have come together to form the Harrow Sustainability and Transformation Plan Group (HSTPG). Harrow CCG is acting currently as the convenor for the HSTPG which meets bi-weekly, and also acts as the conduit across the sub-regional and regional arrangements as NWL work together to coordinate the STP process. The HSTPG also has members from other stakeholders including patient groups and 3rd sector providers.

The initial high level draft submission was agreed by the HSTPG and made to the NWL STP team in mid-April, and contributed to the NWL submission on 15th April 2016 (see attached Harrow April STP submission and NWL April STP Submission).

The NWL submission has summarised the STP groups work submitted to date into 9 emerging priorities for NWL.

Triple aims NW London's emerging priorities

Health & Well-Being	<ol style="list-style-type: none"> 1. Support people who are mainly healthy to stay mentally & physically well 2. Reduce social Isolation 3. Improve children's mental and physical health and well-being
Care & Quality	<ol style="list-style-type: none"> 4. Ensure people access the right care in the right place at the right time 5. Reduce the gap in life expectancy between adults with severe & enduring mental illness and the rest of the population 6. Improve the overall quality of care for people in their last phase of life 7. Improve consistency in patient outcomes and experience every day of the week 8. Reduce unwarranted variation in the management of LTCs – diabetes, cardiovascular disease and respiratory disease 9. Reduce health inequalities and outcomes disparity for top 3 killers, inc. cancer
Enablers	<ol style="list-style-type: none"> 10. Digitisation 11. Workforce
Finance & Efficiency	All of the above will contribute to achieving and maintaining financial balance

Using the high level work done in March and April, Harrow are now required to work further on the detail of the local Sustainability and Transformation plans to deliver step change for the three care gaps over the next 5 years.

Plan

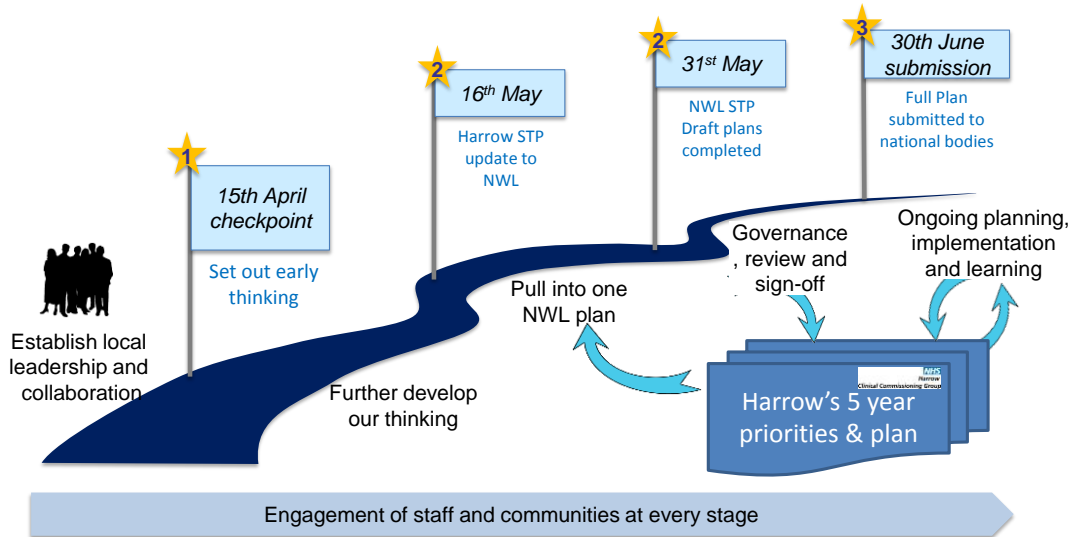
The timescales for the development plan are tight and are determined by NHS England. The next work-in-progress submission from Harrow to NWL is due on 13th May, with a final submission on 30th May. This timeline will then enable the broader NWL governance processes to be completed in June before the final submission to NHS England.

In response to this tight timelines the HSTPG have made key decisions:

- To resource the STP with external support from GE Healthcare Finnamore, funded by the NWL Strategy and transformation team.
- To identify key individuals within each organisation who will work together to build the local plans in response the 9 priorities of NWL, an in addition any other priorities unique to the Health & Wellbeing vision and care needs of Harrow.

A high level plan has been developed and agreed at the HSTPG to enable the next submission timeline to be met. The HSTPG will be taking note of the work and processes of the neighbouring SPGs to ensure that a consistent approach is taken across NWL, and also to identify key learnings which can be applied to facilitate the development of the Harrow plans.

Overview of the STP process



The STP will build on existing priorities and plans into one shared five year plan to deliver the Five Year Forward View and our collective vision

Stakeholder Engagement

In light of the national planning guidance on producing a Sustainability and Transformation Plan (STP), the Harrow STP partners need to consider the development at least one joint public event to be run by the end of May 2016. A provisional date of 27th May is being considered. Ideally this should be followed by a second event sometime after the final submission of the agreed STP.

The prime focus of the event will be to provide members of the public, voluntary sector, front line staff and key stakeholders from each organisation with an understanding of the STP and understand local implications for Harrow's health and social care economy.

Governance and Sign Off of the Local Plan

A key factor in the Harrow submission is the joint Governance and sign-off of the final Harrow submission at the end of May.

Governance of the local process will be managed through the structure of the HSTPG whose members represent the various organisations and who are tasked to raise any issues and concerned with their respective Executive Boards. Regular feedback and updates will be given to the HWB who will maintain the oversight role for the Harrow STP.

Recommendation

The HWB is asked to note this report and endorse the priorities set out within it. The Board is also requested to note that the final NWL STP submission will be presented to the Board at the meeting on 30 June 2016.

Section 3 – Further Information

Further updates will be given at the next meeting of the Harrow HWB.

Section 4 – Financial Implications

Both the Council and CCG continue to face significant financial challenges.

In July 2015, Cabinet received a budget planning process update report which reaffirmed the total budget gap of £52.4m over the three year period 2016/17 to 2018/19. In February 2016 the Council approved the final revenue budget for 2016/17 and Medium Term Financial Strategy (MTFS) for 2016/17 to 2019/20, which included a significant level of savings to deliver a balanced budget over the MTFS term.

The CCG submitted the final version of the operating plan at the beginning of April, which indicated that the CCG would achieve recurrent balance by the end of 2016/17. However the CCG would not be compliant with NHS business rules (namely a deterioration in the year on year position and achieving a 1% cumulative reserve).

The financial models to support the development of the local and NWL STP are being jointly developed by CCG CFOs. These plans are expected to assist in contributing to and achieving financial balance for health budgets. These plans will be presented as they are developed for consideration and approval through the relevant governance processes (CCG & LA), to ensure that any proposals can be delivered within the existing MTFS and financial plans.

Any considerations around the potential to pool resources across health and social care will be reported in due course and to seek the relevant approvals.

Section 5 - Equalities implications

No Equality Impact Assessment has been carried out at this stage. This will be reviewed as the plans develop.

Section 6 – Corporate Priorities

By its nature and intent the STP supports the following corporate priorities:

- United and involved communities: A Council that listens and leads.
- Supporting and protecting people who are most in need.

STATUTORY OFFICER CLEARANCE

Name: Donna Edwards

on behalf of the
Chief Financial Officer

Date: 3.5.16

Name: Caroline Eccles

on behalf of the
Monitoring Officer

Date: 9.5.16

Section 7 - Contact Details and Background Papers

Contact: David Bowen-Cassie, Harrow STP Lead, 07741 249 235

Background Papers:

- Harrow STP April Submission
- North West London STP April Submission