

# **REPORT FOR: HEALTH AND WELLBEING BOARD**

---

**Date of Meeting:** 30 June 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:** None

## **Section 1 – Summary and Recommendation**

This report provides an update on the previous report presented to the HWB on 11<sup>th</sup> May 2016. The report focuses on local work in two main areas: stakeholder engagement and the emerging local themes for the nine NWL priorities of work.

**Recommendation:** The HWB is asked to note the report and endorse the actions taken to progress the Harrow contribution to the NWL STP. The NWL submission made on 30<sup>th</sup> June will be positioned as a checkpoint submission as development of the local STPs will continue beyond that date. The previous report stated the intention to bring the NWL June submission to the HWB meeting on 30<sup>th</sup> June 2016. The final NWL submission date has been deferred and the proposed content now includes a Harrow STP Executive Summary. The Harrow Exec Summary will be presented to the Board at the meeting on 30 June 2016, and the final NWL checkpoint submission to NHSE will be presented at the next HWB meeting on 8<sup>th</sup> September 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 North West London (NWL) and Harrow. Planning Guidance released in December 2015 set the requirement to develop a shared five-year plan. Forty four STP footprints have been established nationally. The STP plans for each should describe how areas will locally deliver the requirements of the Five Year Forward View.

Boroughs in NWL, including Harrow, have been collaborating 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 NWL, from the local to the sub-regional, as appropriate. The local plans jointly developed for Harrow will form the building blocks of the NWL STP. This 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 members of the Harrow Sustainability and Transformation Planning Group (HSTPG) have been continuing to work together to develop local plans to feed into the NWL STP document. Harrow CCG is still 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 membership still includes other stakeholders including patient groups and 3<sup>rd</sup> sector providers.

Building on the high level work done in March and April for the agreed mid-April high level draft submission, the HSTPG have been applying principles of co-design and joint ownership for delivery to ensure that the local plans deliver step change for the three care gaps over the next 5 years.

The local work has been structured around the 9 emerging priorities for NWL as presented at the May meeting of the HWB, closely aligned with the HWB strategy developed earlier in 2016.

### **Plan and priorities**

The April to June timescales for the development of the plan remain tight and have been determined by the national programme established by NHS England.

Development of our local draft plan has been facilitated by:

- Resourcing the STP with external support from GE Healthcare Finnamore, funded by the NWL Strategy and Transformation team.
- Identification of key individuals within each organisation who have been working together to build the local plans in response the 9 priorities of NWL
- Bi weekly meetings of the HSTPG to review progress and inform the local plan content, while identifying priorities unique to the Health & Wellbeing vision and care needs of Harrow.
- Specific working group sessions with the CCG, Council and providers to focus on developing plans and strategies for the four years beyond 2016/17.

The HSTPG is still 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 learning which can be applied to facilitate the development of the Harrow plans. An example of this is the ongoing joint STP work with Brent and London Northwest Hospitals on End of Life care.

Examples of some of the emerging themes for Harrow are shown below. The HSTPG and the various workgroups will continue to develop these and other themes into proposed actions and strategies for the STP

Triple aims	NW London's emerging priorities	Examples of Harrow's emerging local themes
<b>Health &amp; Well-Being</b>	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	1. Improving sign-posting for people and carers, including enabled by Project Infinity and Personal Budgets 2. Reviewing scope and scale of day services, mental health employment opportunities and a broader supported housing strategy 3. Options appraisal for the CAMHS service transformation, early help and eating disorders
<b>Care &amp; Quality</b>	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	4. Walk-in centres, Hubs and Heart of Harrow strategies 5. Ensuring Mental Health is included in local Integrated Care plans, holistic health assessments, Single Point of Access 6. Co-design and aligning of strategies and actions across Harrow and Brent in partnership with acute hospitals 7. Develop Health and Social Care discharge pathway into Community Services 8. Targeted and ongoing investment in whole systems integrated care transformation focussing on how to provide personalised care for people with 1 or more Long Term Condition. 9. Reducing health inequalities through local, accessible "closer to home" services, improving early diagnosis capability.
<b>Finance &amp; Efficiency</b>	All of the above will contribute to achieving and maintaining financial balance	All of the above will contribute to achieving and maintaining financial balance

## Stakeholder Engagement

In light of the national planning guidance on producing a Sustainability and Transformation Plan (STP), the Harrow STP partners have been progressing with local stakeholder engagement.

Presentations have been given to the Harrow Voluntary and Community Services Forum at the end of May and Healthwatch Harrow in early June. The focus of the sessions was to raise awareness of the STP and the local Harrow process.

- The VCS event was attended by ~12 leaders from voluntary sector organisations across Harrow. The presentation was jointly delivered by the CCG, Harrow Council and a CCG Lay member. Ideas discussed included simplifying the language used to improve understanding of priorities and strategies and voluntary organisations should be seen as equal partners in STP development and delivery. The VCS also emphasised that the building of capacity in the third sector should be included as a Harrow priority.
- The Healthwatch Harrow event was attended by ~31 members. The presentation was jointly delivered by the CCG, Harrow Council and a CCG Lay member. Views from the audience on possible content for the local STP included looking at holistic approaches to care (health and care plans for the whole person), and improving systems to better track patients and improve communications (including signposting) through digitization.

The development of at least one joint public event is ongoing, however timing of the event has been considered in the context of Harrow's already comprehensive engagement activities planned for June.

A STP-specific event is now likely to be run in July 2016. Ideally this should be followed by a second event sometime in Quarter 3 of 2016/17 to share the further developed plans for both NWL and Harrow.

The prime focus of the events 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 June.

As discussed in 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. The regular feedback and updates given to the HWB are to enable them in their 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 30 June 2016 NWL STP checkpoint submission will now be presented to the Board at the meeting in July 2016. The 30 June 2016 meeting will be asked to consider the Harrow STP Executive Summary which will be included in the NWL submission.

## **Section 3 – Further Information**

Further updates will be given at the next meeting of the Harrow H&WB.

## **Section 4 – Financial Implications**

The national £1.8 billion Sustainability and Transformation Fund resources are part of the recurrent real-terms uplift for the NHS in 2016/17 of £3.8 billion<sup>1</sup>. The content of the regional STP submissions, including NWL, will be a determining factor in the allocation decisions nationally. Indicative allocations suggest that the NWL STP CCG allocation will be in the region of £3,643m for 2016/17 rising to £4,093m by 2020/21. Additional transformation funding may be allocated and will be assessed as part of the STP submission.

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.

---

<sup>1</sup> The Sustainability and Transformation Fund and financial control totals for 2016/17: your questions answered, March 2016.  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/506565/STF\\_FAQ\\_-\\_9\\_march\\_FINAL.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/506565/STF_FAQ_-_9_march_FINAL.pdf)

- Supporting and protecting people who are most in need.

## **STATUTORY OFFICER CLEARANCE**

Name: Donna Edwards Date: 10 June 2016	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Name: Caroline Eccles Date: 10 June 2016	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer

## **Section 7 - Contact Details and Background Papers**

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

**Background documents:** None