

MUNICIPAL YEAR 2016/2017

Meeting Title:
HEALTH & WELLBEING BOARD
Date: 9th February 2017

Agenda Item:

Subject:

**Developing the North Central
London Sustainability &
Transformation Plan - Update**

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1. EXECUTIVE SUMMARY

Every health and care system will produce a multi-year Sustainability and Transformation Plan (STP) – to become sustainable and deliver the Five Year Forward View – better health, better patient care and improved efficiency.

The North Central Strategic Planning Group has continued to develop the Sustainability and Transformation Plan (STP) which was submitted to NHS England on 21st October 2016. The STP embraces the Five Year Forward view ambitions to 2020/21 specifically in three key areas:

- Health and wellbeing
- Care and quality
- Finance and efficiency

Partners continue to collaborate in order to develop and agree the STP, with involvement of senior clinical and management staff from commissioners, local authorities, providers, and other stakeholders.

The STP single process will provide access to future NHS England transformation funding from April 2017 onwards.

1.1 Development of the North Central London STP

The draft STP submitted to NHS England in October 2016 set out work in progress to updating the plan and further work to inform each of the programme workstreams.

The STP process during November and December has focused on getting contracts in place and signed off which puts us on a good footing going forward to deliver the transformation required in the STP. These initially

focus on 2017/18.

Following agreement of NHS Provider contracts, CCG's Operational Plans for 2017/18 across NCL were submitted to NHS England on 23rd December 2016.

This report provides a progress update on the development of the NCL STP following the previous report to the Health and Wellbeing Board on 8th December 2016.

This update report provides a short summary of key work in progress between January and March 2017, including:

- Refresh of the STP narrative and work programme delivery plans
- Review of the STP with NHS England and NHS Improvement
- Clinical Cabinet
- Social care review
- Joint Health Overview & Scrutiny Committee report
- Digital Leadership summit
- Development of Care closer to home networks
- NCL STP bids for NHS England Sustainability Transformation Funding

Accompany this report is a short slide presentation that summarises the key actions being taken forward following the assurance meeting with NHS England and NHS Improvement (see **Attachment A: NCL STP update, January 2017**).

The next NCL STP Transformation Board meeting is scheduled for 28th February 2017.

2. RECOMMENDATIONS

Members of the Health and Wellbeing Board are asked to:

- Note the contents of the report including the accompanying attachments:
 - Attachment A: NCL STP update January 2017
 - Attachment B: NCL Joint Health Overview Scrutiny Committee (JHOSC) report, December 2016
 - Attachment C: NCL STP response to the JHOSC report, December 2016

and the associated steps to inform the STP 31st March 2017 submission.

- Note the continued collaborative working within the NCL STP to commission and deliver the requirements of delivering the Five Year Forward View: NHS planning guidance 2016/17 – 2020/21.

3.0 NCL STP Programme Update

3.1 Refresh of STP

Submission of the NCL STP took place in October 2016, noting that it was a work in progress submission, with a commitment to updating the plan following the work being done leading up to the agreement of NHS provider contracts and commissioners' operational plans for 2017/18, at the end of December 2016.

The STP process during November and December 2016 focused on getting contracts in place and signed off by 23rd December. This was completed and puts us on a good footing going forward to deliver the transformation required in the STP.

The STP project management office is overseeing the updating of the draft strategic narrative by the end of January 2017 in advance of a more major update of the overall plan by the end of March 2017 which will reflect the more detailed delivery plans and financial analysis for each of the STP workstreams. In addition, an updated public facing summary document will be developed by the end of March 2017, recognising that the plan itself will remain a largely technical document.

The refreshed key documents will be submitted to NHS England at the end of March 2017 for their assurance.

3.2 Development of STP programme delivery plans

Each programme workstream in the STP is required to develop a detailed delivery plan for review by the end of February 2017 and completion by mid-March 2017. The STP has developed delivery plan packs and templates which are being used by each workstream to ensure a consistent methodology to informing the production of the delivery plans.

The development of these detailed delivery plans will enable the STP to confirm finance and activity details at an individual organisational level for 2017/18 NHS contracts by mid-March 2017.

Each programme delivery plan will also include communication and engagement plans and identify the capacity required for implementation, under with the principle agreed, at the NCL STP December 2016 Transformation Board, that the majority of this capacity should be drawn from within existing resources across NCL under the principle that the delivery of the STP should become business as usual.

All programme workstreams are also required to confirm current or planned governance arrangements and how they will engage with NCL stakeholders. This information will be made available, once the refreshed STP documentation is submitted to NHS England by end March 2017.

3.3 STP review meeting with NHS England and NHS Improvement

The STP Transformation Board members met with NHSE and NHSI colleagues on 26th January 2017 to review the STP financial position for 2017/18. The discussion was positive and supportive of the hard work that had been done so far, but also recognised the scale of the remaining financial challenge which is set out in the pack. Excluding specialist commissioning, the current projected financial gap in NCL for 2017/18 is £148m across CCGs and NHS providers. Further discussion will be followed up during February and early March 2017, prior to the STP submission.

3.4 STP Clinical cabinet awayday

The clinical cabinet held an awayday on 17th January 2017 to review their work to date and their role going forward.

There was a strong commitment to continuing to operate as clinical leaders working together across NCL and to strengthening the integration of social care in this role. The clinical cabinet will develop proposals for their ongoing role on the basis of this discussion.

3.5 Social Care review

The five local authorities have started to review the priorities and financial implications for social care within the STP, with Sanjay Mackintosh leading this work (email Sanjay.Mackintosh@haringey.gov.uk). The outputs of this work will be built into the end March 2017 submission.

3.6 Joint Health Overview & Scrutiny Committee report

The Joint Health Overview & Scrutiny Committee reviewed the STP during November and December 2016 and produced a report (see **Attachment B: NCL Joint Health Overview Scrutiny Committee (JHOSC) report, December 2016**).

A response to that report was approved through the Programme Delivery Board which was signed off by Sir David Sloman, NCL STP Convenor on behalf of the STP Transformation Board (see **Attachment C: NCL STP response to the JHOSC report, December 2016**).

This will be discussed at the next JHOSC meeting on 3rd February 2017.

3.7 Digital Leadership summit – 7th February 2017

The STP is holding a Digital Leadership Summit on 7th February 2017. The aim of the summit is to:

- Provide an overview of the Local Digital Roadmap content
- Define the priorities for the digital programme for the next 2 years
- Propose a new NCL digital governance model
- Consider resourcing requirements to enable delivery

- Share learning from neighbouring STP digital workstreams
- Provide awareness of NHS England's expectations for delivery and alignment to STP plans and potential central funding sources

The outcomes from this meeting will inform the revision of the programme delivery plans.

3.8 Development of Care closer to Home network (CHINS)

NCL CCG's have, for several years now, been developing new models of care that can support people to stay well for longer through early identification and support for long term conditions; to understand their condition and manage their own health through supported self-management and navigation and to receive care that is co-ordinated when they need it through integrated care.

The concept of Care Closer to Home Integrated Networks (CHINs) takes this model one step further by commissioning and delivering services for population cohorts across a range of 50,000-80,000 people. The model is set out in the slide presentation (*refer to Attachment A: slides 11 and 12*). It is proposed that the CHINs effectively take on the responsibility of commissioning, co-ordinating and delivering health and care for the population that it serves. Plans for implementation would see staff working in multi-disciplinary teams to support patients and to pull in specialist services where they are required, for example, diabetic nurses to bring expertise into the community. These multi-disciplinary teams will have access to consultants and would build relationships across the primary and acute interface. Adult, Children and Young People's social care is a key partner in delivery, so CHIN's will need to ensure they are working towards agreed outcomes that support health and wellbeing. Similarly, partners in the voluntary sector, who already play such an important role in building community asset, will align within CHIN's in order to offer preventative and proactive interventions.

3.9 NCL STP bids for NHS England Sustainability Transformation Funding (STF)

The STP submitted bids for national STF funding which was announced in December 2016. The NCL STP submitted bids on 18th January 2017 for:

Mental Health

- Improving access to psychological therapies (Integrated IAPT)
- Urgent & Emergency Mental Health Liaison Services for Adults and Older Adults

Cancer

- Early diagnosis for people with cancer
- Cancer recovery package
- Cancer stratified follow up pathways

Prevention

- Improving uptake of structured education for people with diabetes

- Improving the achievement of the NICE recommended treatment targets
- New or expanded multi-disciplinary foot care teams (MDFTs)
- New or expanded diabetes inpatient specialist nursing services (DISNs)

Learning Disabilities

- Reducing reliance on specialist inpatient care for people with learning disabilities
- Reduction in children with learning disabilities placed away from their home and local community

3.10 Development of NCL STP Executive Leadership arrangements

Further to developing the revised programme management office arrangements, to oversee the development of the STP, there have been changes made to the executive leadership of the STP.

Mike Cooke, Chief Executive of London Borough of Camden, has taken over as STP Convenor for Sir David Sloman whilst he is on planned leave. Helen Pettersen has been appointed as the accountable officer for NCL CCGs and will be taking over as the STP Convenor when she commences in post.

3.11 Next Steps

The development of the NCL STP will continue at pace in order to submit key documents to NHS England by 31st March 2017 which will include:

- Refresh of the STP narrative and work programme delivery plans
- Review of the STP with NHS England and NHS Improvement
- Joint Health Overview & Scrutiny Committee report
- Digital Leadership summit
- Development of Care closer to home networks
- Update on the NCL STP bids for NHS England Sustainability Transformation Funding

4. ALTERNATIVE OPTIONS CONSIDERED

None

5. REASONS FOR RECOMMENDATIONS

Update received from NCL STP programme management office.

6. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS

6.1 Financial Implications

As detailed in the workstream plans.

6.2 LEGAL IMPLICATIONS

The organisations will discharge their statutory duties in respect of patient and public engagement via the communications and engagement workstream of the STP Programme Management Office.

Any major service changes requiring formal consultation will be highlighted within the workstream plans and undertaken as appropriate.

7. KEY RISKS

As detailed in the workstream plans.

8. IMPACT ON PRIORITIES OF THE HEALTH AND WELLBEING STRATEGY

- 8.1 Ensuring the best start in life
- 8.2 Enabling people to be safe, independent and well and delivering high quality health and care services
- 8.3 Creating stronger, healthier communities
- 8.4 Reducing health inequalities – narrowing the gap in life expectancy
- 8.5 Promoting healthy lifestyles

These are as detailed in the workstream plans.

9. EQUALITIES IMPACT IMPLICATIONS

Equality Impact Assessments are undertaken in relation to substantial commissioning changes and will be available where necessary in relation to individual work programmes.

10. BACKGROUND PAPERS

Please refer to web link below:

<http://www.enfieldccg.nhs.uk/about-us/sustainability-and-transformation-plan.htm>