



NHS
Brent
Clinical Commissioning Group

Health and Wellbeing Board
7 June 2016

**Report from Kate Lawrence, Brent STP
Project Manager**

For noting

Wards Affected:
ALL

Sustainability and Transformation Plan

1.0. Summary

Brent Council and CCG are working in partnership with other stakeholders to drive a genuine and sustainable transformation in patient and resident experience and health outcomes over the next five years.

1.1. Background:

- a. Planning Guidance released in December 2015 set out the requirement to develop a shared five-year plan, a Sustainability and Transformation (STP) Plan.
- b. The Brent STP will be developed at the level of the NW London footprint.
- c. There will be tangible benefits for areas with good STPs through the newly established Sustainability and Transformation Fund.
- d. An early checkpoint submission was due on 15th April 2016 (see Appendix 1 for a summary of this), and the final STP is scheduled for submission on 30th June 2016 (although most recent NHS England guidance now states that the 30th June submission will be a work in progress to form the basis for conversations with the NHS leadership in July).

1.2 Approach:

- e. At the NW London level, the Strategic Planning Group (SPG) has responsibility for developing joint proposals and planning at the system level, and bringing together local plans into the Sustainability and Transformation Plan for NW London.
- f. At the Brent 'place' level, a local Brent STP Planning Group has been established, including Council, CCG, providers, Healthwatch and Brent CVS.

1.3 Progress to date:

- g. The local Brent STP Planning Group identified a set of local priorities against the Health & Well-Being and Care & Quality gaps, and submitted these to the NW London STP team in March.
- h. Nine Emerging Priorities for NW London were submitted as part of the base case submission to NHS England on 15th April.
- i. On 16th May, the Brent STP Planning Group submitted a return to the NW London STP PMO against all of the emerging and local priorities, including:
 - i. Local activities
 - ii. Key plans for 2016/17
 - iii. Gaps (between priorities vs local programmes)
 - iv. Actions to resolve gaps

1.4 Next steps – NW London STP:

- j. Now that Brent's key contribution to the overall NW London STP is complete, the next step is to develop Brent's local STP, as well as the Brent STP Delivery Plan.
- k. It should be noted that the NW London STP continues to represent Brent's formal submission to NHS England, and Brent will be asked to contribute to and sign off on the completion of the full NW London STP through the SPG process.
- l. At the NW London level there are also discussions to reach agreement with all of the Local Authorities on a number of key issues - depending on the outcome of these discussions there may be different implications for Brent.

1.5 Next steps – Brent STP:

- m. Brent has identified that development of its local STP will energise stakeholders and the public, and drive a genuine and sustainable transformation in patient and resident experience and health outcomes over the next five years.
- n. The Brent STP & Delivery Plan will provide:
 - i. A clear shared view of the 3 - 5 big shared priorities for the next five years
 - ii. A mechanism for the CCG and Council to track the delivery of Brent's key programmes
- o. The Brent STP & Delivery Plan will be:
 - i. Ambitious and inspiring
 - ii. Concrete and implementable

- iii. Lead to action that fundamentally improves the quality of Brent's services and its financial position
- p. It is proposed that the Brent STP will be the overarching strategic plan for Brent. A number of sections within it could become the updated Brent Health & Well-Being Strategy (for 2017), while other priorities reflect the Brent BCF Plan and other sections/priorities link directly to other governance structures/workstreams.
- q. The Brent STP and Delivery Plan are scheduled for completion by the end of June 2016, although work will be ongoing in terms of implementation and monitoring.

1.6 Challenges:

- r. Challenges in the STP development process include defining the core requirements for the STP in terms of content, identifying the top solutions to address Brent's challenges, and ensuring that the STP supports robust implementation of agreed plans.

1.7 Engagement:

- s. The Brent STP Planning Group intends to engage widely on the Brent STP.

2.0. Recommendations

- The Brent Health & Well-Being Board is asked to note the progress made to date at a Brent and NW London level in terms of developing the NW London Sustainability and Transformation Plan (STP), as well as anticipated next steps with regards to developing the Brent STP and STP Delivery Plan.
- The Brent Health & Well-Being Board is specifically asked to note:
 - The NW London and Brent emerging priorities for the next five years
 - The proposed local Brent STP and Delivery Plan content and focus
 - The proposed status of the final Brent Local STP and Delivery Plan as the overarching strategic plan for Brent

3.0. Detail

Brent Council and CCG are working in partnership with other stakeholders to drive a genuine and sustainable transformation in patient and resident experience and health outcomes over the next five years.

3.1 Background:

- Planning Guidance released in December 2015 set the requirement to develop a shared five-year plan, a Sustainability and Transformation (STP) Plan. This

should describe how areas will locally deliver the requirements of the Five Year Forward View (5YFV). 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 formal Brent STP will be developed at the level of the NW London footprint, and 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 will form the building blocks of the STP.
- Expectations include:
 - Bring system leadership together to tackle the significant challenge to meet the improvement in care standards for people in NW London.
 - Collaborate through strategic partnerships to reduce demand for services through effective early intervention, taking into account the interplay of broader socio-economic factors such as housing, employment, and the built environment (e.g. air quality), on the health outcomes for the people of NW London.
 - Co-produce a consolidated Sustainability and Transformation Plan (STP) for NW London that responds to identified challenges across the health and care economy and which reflects the local operating plans agreed in local communities in line with NHS England planning guidance.
- STPs are not an end in themselves, but a means to build and strengthen local relationships, enabling a shared understanding of where we are now, our ambition for 2020 and the concrete steps needed to get us there.
- The STP will be an umbrella plan and will bring together local place-based plans to address the health and care triple aim or 'gaps' described in the Five Year Forward View:
 - Health and well-being gap
 - Care and quality gap
 - Finance and efficiency gap
- There will be tangible benefits for areas with good STPs through the newly established Sustainability and Transformation Fund.
- An early checkpoint submission was due on 15th April 2016 (see Appendix 1 for a summary of this), and the draft final NW London STP is scheduled for submission on 30th June 2016.

3.2 Approach:

- At the NW London level, the Strategic Planning Group (SPG) has responsibility for developing joint proposals and planning at the system level, and bringing together local plans into the Sustainability and Transformation Plan for NW

London. The SPG is supported by the STP Project Management Office based in NW London (15 Marylebone Rd).

- At the Brent 'place' level, a local Brent STP Planning Group has been established, co-chaired by Sarah Mansuralli and Phil Porter (SROs for the Brent STP), with representation invited from the Council (including Public Health, Adult Social Care, Housing, and Children & Young People), CCG, HealthWatch, CVS Brent, London Northwest Healthcare NHS Trust (LNWHT), and Central and North West London NHS Mental Health Trust (CNWL).
- The Group is meeting on a fortnightly basis through to the end of June – meetings to date have covered:
 1. Identification of Brent's local priorities
 2. Identification of key gaps in Brent's existing Health & Well-Being plans
 3. Workshop-style completion of the NWL STP Local Planning Tool template
 4. Definition of requirements for Brent's local STP Chapter and Delivery Plan to ensure they provide the most value for Brent
- The Brent STP Planning Group is supported by a local STP Project Manager, who also links into the NW London team.

3.3 Progress to date:

- The local Brent STP Planning Group identified a set of local priorities against the Health & Well-Being Gap and the Care & Quality Gap, and submitted these to the NW London team as part of the 15th April early checkpoint submission process.
- The nine Emerging Priorities for NW London as submitted to NHS England on 15th April, based on those provided from each of the eight boroughs, are:
 1. **Prevention:** support people who are mainly healthy to stay mentally and physically well, enabling and empowering them to make healthy choices and look after themselves (*and the people they care for*)
 2. **Social isolation:** reduce social isolation
 3. **Children:** improve children's mental and physical health and well-being
 4. **Access and appropriateness:** ensure people have access to the right care in the right place at the right time (including primary, community and social care)
 5. **Serious and long-term mental health needs:** reduce the gap in life expectancy between adults with serious and long term mental health needs and the rest of the population
 6. **EOLC:** improve the overall quality of care for people in their last phase of life and enable them to die in their place of choice
 7. **7 Day Services:** improve consistency in service user outcomes and experience regardless of the day of the week that services are accessed

- 8. **LTC management:** reduce unwarranted variation in the management of long-term conditions - diabetes, cardiovascular disease and respiratory disease
- 9. **Cancer:** reduce health inequalities and disparity in outcomes for the top 3 killers: cancer, heart disease and respiratory illness
- Additional local Brent priorities, as identified by the Brent STP Planning Group, are:
 - 10. **Mental well-being:** employment and housing to underpin mental well-being, including Brent to be a Dementia friendly borough
 - 11. **Integrated care:** keep vulnerable people well in the community
 - 12. **Urgent and emergency care:** improve urgent and emergency care, including rapid response services and integrated rehab & reablement
 - 13. **Length of stay:** reduce unnecessary time in hospital
 - 14. **Nursing homes:** improve the quality of nursing home care
- On 16th May, the Brent STP Planning Group submitted a return to the NW London STP PMO against all of the NW London and Brent priorities, including:
 - Local activities
 - Key plans for 2016/17
 - Gaps (between priorities vs local programmes)
 - Actions to resolve gaps

3.4 Next steps – NW London STP:

- Now that Brent's key contribution to the overall NW London STP is complete, the next step is to develop Brent's local STP and the STP Delivery Plan.
- However, it should be noted that the NW London STP continues to represent Brent's formal submission to NHS England and Brent will be asked to contribute to and sign off on the completion of the full NW London STP through the SPG process (of which both Phil Porter and Sarah Mansuralli are members).
- New guidance published on 20th May indicated that STP plans submitted on 30th June will form the basis for a face to face personal conversation with the national leadership in the NHS throughout July. These submissions will therefore be works in progress, and as such NHS England does not anticipate the requirement for formal approval from boards and/or consultation at this stage. NHS England does, however, wish to be assured that the plans reflect a shared view from the leadership team, and of a robust plan to engage more formally with board and partners following the July conversations.
- A NW London STP Governance paper and a NW London STP Communications and Engagement Strategy are being developed by the NW London STP team, and should be available for circulation by the end of May.

- At the NW London level there are also discussions to reach agreement with all of the Local Authorities on a number of key issues, including acute reconfiguration, addressing the Adult Social Care budget gap, and setting up a NW London Health and Well-Being Board. The outcome of these discussions may lead to further considerations for Brent.

3.5 Next steps – Brent local STP and Delivery Plan:

- There are no specific requirements in terms of what the local STP Chapters and Delivery Plans should look like as these are optional documents (although the majority of the NW London Boroughs are developing their own STP Chapters in order to support their strategic aims).
- Brent has identified that development of its local STP will energise stakeholders and the public, and drive a genuine and sustainable transformation in patient and resident experience and health outcomes over the next five years.
- The Brent STP & Delivery Plan will provide:
 - A clear shared view of the 3 - 5 big shared priorities for the next five years
 - A mechanism for the CCG and Council to track the delivery of Brent's key programmes
- The Brent STP & Delivery Plan will be:
 - Ambitious and inspiring
 - Concrete and implementable
 - Lead to action that fundamentally improves the quality of Brent's services and its financial position
- The Brent STP is anticipated to include:
 - Brent's 5 year vision
 - High-level clear narrative on how to tackle the three gaps
 - 3 – 5 key critical decisions or big ticket changes that will have the greatest impact in Brent
 - Five core shared outcome indicators by which progress against gaps is measured
 - Description of Brent's plans against all priority areas
 - Explanation of how Brent will address the '10 big questions' articulated by NHS England
- The Brent STP Delivery Plan is anticipated to include:
 - Delivery Plan for all key CCG and joint or related CCG/Council workstreams required to deliver the priorities and close the gaps, including planned activities & milestones, timescales, outcome indicators (including baseline position and targets where possible), and governance.

- It is proposed that the Brent STP will be the overarching strategic plan for Brent. A number of sections within it could become the updated Brent Health & Well-Being Strategy (for 2017), while other priorities reflect the Brent BCF Plan, and other sections/priorities link directly to other governance structures/workstreams. Confirming this relationship between sections of the STP and Delivery Plan to existing and/or new workstreams will form part of the Brent STP development process.
- The Brent STP and Delivery Plan are scheduled for completion by the end of June 2016, although work will be ongoing in terms of implementation and monitoring.

3.5 Challenges:

- Challenges in the STP development process include:
 - Balancing NHS England, NW London and Brent priorities and requirements
 - Ensuring that the final Brent STP and Delivery Plan move all Brent partners forward together in their planning for the next five years and will effectively meet the challenges faced, i.e. not just 'tinkering at the edges'
 - Ensuring that the final Brent STP and Delivery Plan then lead to robust implementation of all existing and newly identified programmes of work

3.6 Engagement:

- The Brent STP Planning Group intends to engage widely on the Brent STP, including through the following mechanisms:
 - Membership within the STP Group – one of the agreed local principles is that each member is responsible both for representing their respective organisation view and for cascading back outcomes from the Planning Group.
 - Brent Health Partners Forum - on 27th April, Brent CCG and Council hosted a Health Partners Forum event (95 members of the public attended), which asked attendees to feedback on Brent's proposed Health & Well-being and Care & Quality priorities.
 - Building on existing STP partner engagement events – an STP engagement schedule and standard presentation are in development.

4.0. Financial Implications

- The NW London STP submission will form the basis for future Sustainability and Transformation Fund allocations from 2017/18 onwards.
- A Finance, Activity and Workforce template will be completed as part of the 30th June NW London submission, led by the NWL STP Finance Group.

- The Brent STP will include a section on how Brent will achieve and maintain financial balance.

5.0. Legal Implications

- A STP Governance paper is being developed by the NW London STP team.

6.0. Diversity Implications

- N/a

7.0. Staffing / Accommodation Implications (if appropriate)

- N/a

Background Papers

Background papers are available on request.

Contact Officers – Council:

- Phil Porter, Strategic Director, Community Wellbeing
- Helen Woodland, Operational Director, Adult Social Care

Contact Officers – CCG:

- Sarah Mansuralli, Chief Operating Officer, Brent CCG
- Sheik Auladin, Deputy Chief Operating Officer, Brent CCG