



North West London Collaboration of  
Clinical Commissioning Groups

## North West London Sustainability and Transformation Plan

### 1. Introduction

The NHS Five Year Forward view set out a national requirement for all local health and care system to be integrated by 2020 in 2015. In December 2015 it was announced that local areas would need to deliver this vision through sub- regional Sustainability and Transformation Plans (STPs). The NHS North West London Collaboration of Clinical Commissioning Groups (CCGs) decided to form a sub-regional plan for eight CCGs and corresponding local authorities: Brent, Ealing, Hammersmith and Fulham, Harrow, Hillingdon, Hounslow, Kensington and Chelsea, and Westminster.

In NW London there is currently significant pressure on the whole system. Both the NHS and local government need to find ways of providing care for an ageing population and managing increasing demand with fewer resources. Over the next five years, the growth in volume and complexity of activity will out-strip funding increases.

But this challenge also gives us an opportunity. We know that our services are siloed and don't treat people holistically. We have duplication and gaps; we have inefficiencies that mean patients often have poor experiences and that their time is not necessarily valued. We are focused on helping to get people well, but do not spend enough time preventing them from becoming ill in the first place.

The North West London STP is our plan for North West Londoners to be well and live well and gives us the opportunity to do things much better and seek to address the three identified gaps over a five year period:

- The health and wellbeing gap – by preventing people from getting ill and supporting people to stay healthy;
- The care and quality gap – by ensuring the delivery of consistently high-quality and person centred care; and
- The £1.3 billion funding and efficiency gap – making sure services are structured and delivered as effectively and efficiently as possible.

### 2. STP development

The NHS and all eight local authorities across NW London are working together to deliver a better health and care system. The development of the STP has included patient groups, and we are engaging with public and other stakeholders currently and will do more in future. We recognise that we don't agree on everything, however it is the shared view that this will not stop us working together to improve the health and well-being of our residents.

In North West London this is nothing new and we are proud of our record of working together with all the Council's in North West London and the wider NHS and community and voluntary sector to deliver new and improved integrated services.

We recognise Ealing Council's and the London Borough of Hammersmith and Fulham's decision not to fully endorse the NW London STP because of their concerns about the future of Ealing Hospital and Charing Cross Hospital respectively. Ealing CCG and Hammersmith & Fulham CCG are committed to involving both Ealing Council and London Borough of Hammersmith & Fulham, and other stakeholders as we move forward with the plans for both hospitals.

A draft document (attached as Appendix 1) summarises the anticipated overall direction of the final STP was submitted to NHS England in late June 2016. It set out five delivery areas:

- Radically upgrading prevention and wellbeing;
- Eliminating unwarranted variation and improving long term condition management;
- Achieving better outcomes and experiences for older people;
- Improving outcomes for children and adults with mental health needs; and
- Ensuring we have safe, high quality and sustainable acute services.

All partners are currently undertaking an engagement exercise on the STP's themes including the various public events that have been held across a number of boroughs. Further engagement is planned.

### **3. Governance**

As part of the development of the STP, a governance structure is being constructed to oversee the delivery of the STP over the next four years and maintaining the links with local health and wellbeing board. The new governance arrangements are expected to include NHS and local government (political and senior officer) representation.

A **Joint Health and Care Transformation Group** has been established and the first meeting has taken place and will continue on a monthly basis. The Group will oversee delivery of the STP and has representation from system leaders from across NW London including council, NHS and lay partners.

### **4. Communications and engagement**

We have joint governance and leadership across the communications and engagement space, with a work stream led by the NW London Collaboration of CCGs Director of Communications, Christian Cubitt, in partnership with communications leads from providers and local government.

This group sets the overall direction for communications and engagement but working in partnership with colleagues from across all sectors involved in the STP. This group was formed in the summer and has met three times now.

We have developed a four point approach to communications and engagement covering public 'town hall' style meetings, online engagement, public outreach and staff engagement. Since published the draft STP, we have been carrying out a range of activity based on this approach which will feed into the next reiteration of the STP prior to its submission to NHS England on 21 October 2016.

## **5. Next steps**

Our focus has been on mobilising delivery of the STP and producing detailed plans by 21 October 2016:

- Since 30 June submission we have focused on mobilising activity, engaging on the June submission and developing appropriate governance arrangements so that we can progress with our STP at pace and scale.
- To deliver this agenda requires us to work differently, as both providers and commissioners of health and social care.
- At its heart, this requires shared commitment to an agreed vision, a credible set of plans and the right resources aligned to those plans.
- Final draft of STP has now been shared with stakeholders including all Councils for comment.
- The final draft will be submitted to NHS England on 21 October 2016.
- It's expected all partners to take the STP through their own governance processes for discussion by the end of this year.
- Engagement on STP and delivery will continue beyond this date.

Further information is available at [www.healthiernorthwestlondon.nhs.uk](http://www.healthiernorthwestlondon.nhs.uk)