

Health and Wellbeing Board  
08 December 2016

## **Sustainability and Transformation Plans and Commissioning Intentions**

### **Purpose of the report:**

To update the Health and Wellbeing Board on the progress of the NHS Sustainability and Transformation Plans and to fulfil the Board's duty of the Health and Social Care Act (2012) to ensure that commissioning intentions are aligned to the Surrey Joint Health and Wellbeing Strategy.

### **Recommendations:**

It is recommended that the Health and Wellbeing Board;

- i. note the current status of the three Sustainability and Transformation Plans (STPs) and organisational commissioning intentions ensuring alignment to the Surrey Joint Health and Wellbeing Strategy;
- ii. agrees to regularly monitor the alignment of STPs and commissioning plans to the Surrey Joint Health and Wellbeing Strategy; and
- iii. agrees to continually discuss NHS STPs at Surrey Health and Wellbeing Board meetings held in public as part of the engagement (next meeting March 2017).

### **Introduction:**

1. Each year commissioners are required to set out their priorities for the coming year and how they will improve the health of the communities they serve. Each public serving commissioning organisation is required to do this.
2. The Health and Wellbeing Board (the Board) is required to consider these commissioning intentions and discuss how they are aligned to the Surrey Joint Health and Wellbeing Strategy (JHWS). This is a duty of the Board as set out in the Health and Social Care Act (2012).

3. Alongside individual organisations' commissioning intentions, NHS organisations are required to produce Sustainability and Transformation Plans (STPs). These are place-based, five-year plans built around the needs of local populations. They will be the overarching strategic plan for local health and care systems covering the period October 2016 to March 2021 and represent a significant shift in NHS planning towards a place-based approach.
4. This item will look at both the intended commissioning intentions and the STPs together. This will enable the Board to see all intended priorities to improve the health and wellbeing of the residents of Surrey at once and to ensure that they are aligned to the JHWS.
5. Here is a reminder of the five priorities outlined in the Surrey Joint Health and Wellbeing Strategy to which plans should be aligned:
  - a) Improving children and young people's health and wellbeing
  - b) Developing a preventative approach
  - c) Promoting emotional wellbeing and mental health
  - d) Improving older adults' health and wellbeing
  - e) Safeguarding the population
6. The principles that underpin the Board's work together on these priorities are outlined below and can provide a reference point for discussion:
  - a) Centred on the person, their families and carers
  - b) Early intervention
  - c) Opportunities for integration
  - d) Reducing health inequalities
  - e) Evidence based
  - f) Improved outcomes

<b>Sustainability and Transformation Plans</b>
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7. Each STP footprint in Surrey has published their plans online<sup>1, 2, 3</sup>. Below sets out the context for STPs and provides a summary of the main priorities and governance arrangements for each one in Surrey. The latest position on the STPs will be shared at the Health and Wellbeing Board meeting in public on 8 December 2016.
8. As previously mentioned, NHS Sustainability and Transformation Plans (STPs) are place-based, five-year plans built around the needs of local populations. They are intended to identify benefits to be realised in the short and longer term – helping organisations within the STPs to meet their immediate (16/17) financial challenges and ensure that the investment secured by the NHS in the Spending Review does not merely prop up individual institutions but is used to drive sustainable

<sup>1</sup> Surrey Heartlands STP (November 2016)

<http://www.nwsurreyccg.nhs.uk/surreyheartlands/Pages/default.aspx>

<sup>2</sup> Frimley Health and Care STP (November 2016) <http://www.surreyheathccg.nhs.uk/about/frimley-health-care-stp>

<sup>3</sup> Sussex and East Surrey STP (November 2016) <http://www.brightonandhoveccg.nhs.uk/your-services/sustainability-and-transformation-plan>

transformation in patient experience and health outcomes over the longer-term.

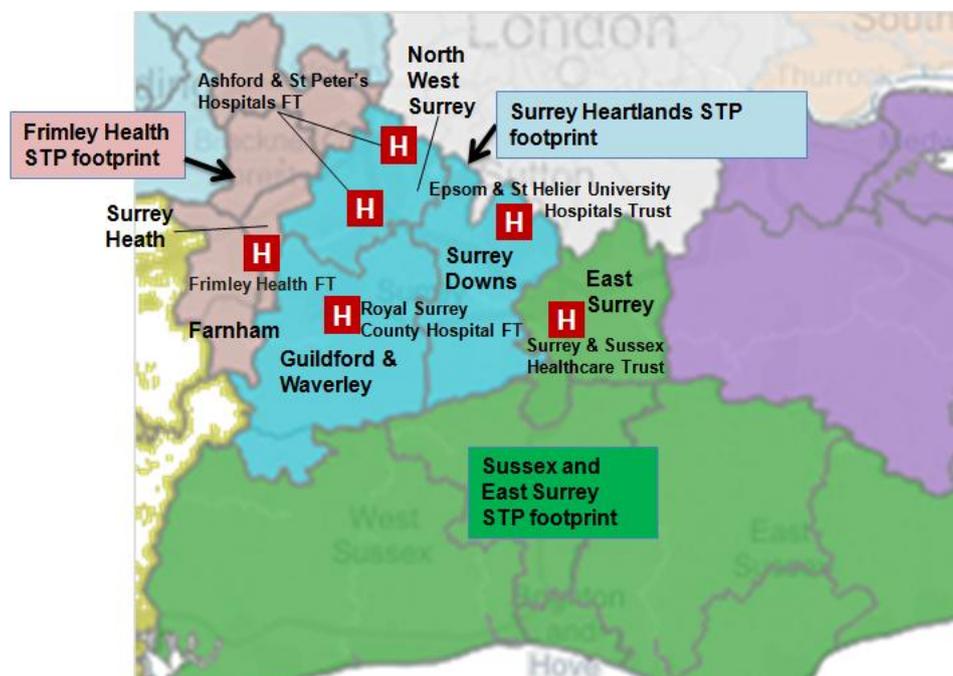
9. STPs will be the overarching strategic plan for local health and care systems covering the period October 2016 to March 2021 and represent a significant shift in NHS planning towards a place-based approach (as opposed to solely asking individual NHS organisations to produce their own plans). In addition to covering all areas of Clinical Commissioning Group (CCG) and NHS England commissioned activity, STPs will also include plans around integration with local authorities.

10. The STP guidance letter issued by the NHS in September 2016 summarises the reason for introducing STPs as follows:

*The Five Year Forward View set out our shared ambition to improve health, quality of care and efficiency within the resources given to us by Parliament. This 'triple aim' will only be achieved through local health and social care organisations working together in partnership with the active involvement of patients, stakeholders, clinicians and staff. Sustainability and Transformation Plans are the means of delivering these objectives in each local health and care system.*

11. The geographic 'footprint' for STPs is determined locally and based upon natural communities, existing working relationships and patient flows – there are three STPs covering Surrey:

- Surrey Heartlands - covering the geographic areas of Guildford & Waverley CCG, North West Surrey CCG and Surrey Downs CCG.
- Frimley Health & Care - covering the geographic areas of Surrey Heath CCG, North East Hampshire & Farnham CCG, Windsor, Ascot & Maidenhead CCG, Bracknell & Ascot CCG and Slough CCG.
- Sussex and East Surrey - covering the geographic area of East Surrey CCG, Crawley CCG, Horsham & Mid Sussex CCG, Coastal West Sussex CCG, Brighton & Hove CCG, High Weald Lewes Havens CCG, Eastbourne Hailsham & Seaford CCG and Hastings & Rother CCG.



## **Progress on developing Sustainability and Transformation Plans across Surrey**

12. Provisional Plans for each of the three STPs were submitted by 30 June 2016 – these outlined the scale of the challenge in terms of the health and wellbeing gap, the care and quality gap, and the finance and efficiency gap, and how each area is planning to respond to close these gaps.
13. In July 2016, feedback was provided to STP leads in each of the areas following submission and work has continued to further develop the Plans. Final submissions of STPs were made on 21 October 2016.
14. There are a number of emerging themes from the plans – these include:
  - Strengthening the focus on self-care and prevention across all areas – primary prevention (preventing health problems developing), secondary prevention (stopping health problems getting worse) and tertiary prevention (reducing impact of disease on a person’s quality of life).
  - Accelerating and scaling the integration of services (in line with, and building on, the Surrey Better Care Fund plan 2016-17).
  - Reducing variation between health providers across a range of health and care pathways (in terms of clinical standards and outcomes for patients).
  - Ensuring sufficient networking of some acute hospital services across each area to ensure appropriate access for people to services as part of a sustainable health and care system.
  - Prioritising workstreams and plans in some areas to redesign services / pathways, for example for cancer services, urgent and emergency care as well as maternity and paediatric services.
  - Taking a whole systems approach to workforce development to meet the current and future needs of the health and care system.
  - Capitalising on new technology capabilities to enable and support new models of care.
  - Strengthening the role of ‘citizens’ in the development of health and social care services through, for example, deliberative engagement processes; co-design and production.
15. Each STP has established a range of workstreams or working groups to develop the proposals and additional detail that will be included in the final STP submission. These workstreams cover clinical, enabling and thematic aspects of the Plans ranging from cancer services/pathways, out of hospital services and prevention to consolidating business support functions and use of the public sector estate.
16. The three STPs are developing their approaches to engaging with their local populations. A communication and engagement plan is now in place for the Surrey Heartlands STP and information about the STP has been published on the North West Surrey CCG website - a range of activities are planned including conducting deliberative engagement events with residents and establishing a stakeholder reference group. In

the Frimley Health and Care area, a core STP communications group has been established to set out the next steps in relation to communication and engagement and there are plans for a wider communications event to take place in October with representation from each of the organisations within the footprint. In Sussex and East Surrey, the STP has established a dedicated communications and engagement workstream.

17. Whilst similar themes have emerged from the three STPs, the areas of focus, structure of the Plans and governance / sign-off arrangements do vary. This reflects the different areas covered and organisations involved in each STP, the different challenges (in terms of quality of services, health and wellbeing as well as efficiency of services) faced within each footprint and the flexibility within the national guidance for areas to determine their own arrangements.
18. Set out below is a brief summary of the areas of focus and governance arrangements that have been agreed for each of the three STPs.

### **Surrey Heartlands STP**

19. Surrey Heartlands STP has established a shared vision:  
*“Our plan is to work together as one area to improve public services and make sure we have sustainable, high quality health and care services for the long term.”*
20. Supporting the vision, the STP has identified four key objectives to shape the final submission and delivery plan. They are:
  - To make sure all local residents have access to the same high quality standards of care – via a Surrey Heartlands clinical academy.
  - To promote self-care and encourage and support local people to take more responsibility for their healthcare and to be involved in the co-design of services.
  - To improve the way we provide services – with more care in the community, and single centres for some of the most specialist hospital services (creating expertise and improving patient outcomes).
  - Working as one – moving towards one budget and one overall plan for the Surrey Heartlands area.
21. The principle delivery mechanism for the STP is through the Surrey Heartlands Transformation Board comprising the Chief Executive, Clinical Chair, Medical Director/Lead Professional for each of the constituent NHS member organisations. Surrey County Council are represented on the Board by the Chief Executive (who chairs the Transformation Board), Strategic Director Adult Social Care and Public Health and Deputy Chief Executive.

## **Frimley Health & Care STP**

22. The Frimley Health & Care STP identifies four key system transformations that need to be delivered over the coming five years:
- Developing communities and social networks so that people have the skills and confidence to take responsibility for their own health and care in their communities.
  - Developing the workforce across the system so that it is able to deliver our new models of care.
  - Becoming a system with a collective focus on the whole population with support throughout their lives.
  - Using technology to enable patients and our workforce to improve wellbeing, care, outcomes and efficiency.
23. Alongside these system transformations the following priorities for residents and patients have emerged and are the high level focus for the five year plan:
- Further change to improve wellbeing, increase prevention and early detection.
  - Improving long term condition pathways including greater self-management and proactive management across all providers.
  - Frailty pathways: providing proactive management of frail complex patients, with multiple complex physical and mental health long term conditions as well as reducing crises and prolonged hospital stays.
  - Redesigning urgent and emergency care including integrated working and primary care models providing out of hospital responses to reduce hospital stays.
  - Reducing variation and health inequalities across pathways to improve outcomes and maximise value for citizens across the population supported by evidence.
24. Governance for the STP comes from three well established, local system leadership groups: the East Berkshire System Leadership Group; the North East Hampshire and Farnham Vanguard Leadership Group; and the Surrey Heath Alliance. Further groups have been developed to provide effective system leadership to develop the STP: the Frimley System-Wide Leadership Group; the Frimley System Leadership Reference Group and the Frimley System Directors Group.

## **Sussex and East Surrey STP**

25. The Sussex and East Surrey STP focusses on the following areas to deliver the greatest public health and wellbeing improvements based on current deaths, years of life lost, healthcare costs and health inequalities across the Sussex and East Surrey footprint population:
- Cardiovascular conditions
  - Cancer
  - Respiratory conditions

- Mental health
26. The key aims of the STP are set out below and will be supported by key enabling projects / strategies:
    - Improved approach to prevention and self-care including public health.
    - Place-based model of care integrating primary, community, social care, mental health and third sector.
    - An acute service & network that supports quality, performance and provider financial sustainability.
    - Provider productivity improvements supported at STP level.
  27. Governance and oversight of the STP is led by a Programme Board and Programme Board Executive – these boards will sign off the final submission. These are supported by a finance sub-group and a clinical reference group.

### **Consultation**

28. A wide range of partners have been involved in the development of the STPs including the organisations that commission and provide NHS services across Surrey. Furthermore, each STP either has, or is developing, its own communications and engagement plan.
29. In addition:
  - The Surrey Health and Wellbeing Board received updates from the three Surrey STPs at its meeting on 26 May 2016 and discussed the emerging themes and issues.
  - A Wellbeing and Health Scrutiny Board workshop took place on 31 May 2016 to review the emerging STPs and the Wellbeing and Health Scrutiny Chairman has arranged meetings with the leads of the three STPs.
30. The ongoing engagement and the involvement of residents, elected Members and partner organisations in the design and development of plans and services will be crucial to the successful delivery of STPs.

<b>Commissioning Plans</b>
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31. Each commissioning organisation represented on the Board has outlined their commissioning priorities for 2017/18 in line with the Surrey Joint Health and Wellbeing Strategy. These can be found in Annex A.
32. The following organisations have provided their commissioning intentions:
  - a) NHS England
  - b) NHS East Surrey CCG
  - c) NHS Guildford and Waverley CCG
  - d) NHS North East Hampshire and Farnham CCG
  - e) NHS North West Surrey CCG
  - f) NHS Surrey Downs CCG
  - g) NHS Surrey Heath CCG

- h) Surrey district and councils
  - i) Surrey County Council – Adult Social Care & Public Health and Children, Schools and Families
33. Analysis of these commissioning intentions demonstrates that all outcomes and priorities stated in the Surrey Joint Health and Wellbeing Strategy are being addressed thus supporting delivery of this joint strategy across the health and social care system.

**Conclusions:**

34. STPs and commissioning intentions appear to be aligned to the Surrey Joint Health and Wellbeing Strategy. Each priority outcome stated in the Surrey JHWS is being addressed and the principles that underpin the Board's work together on these priorities are evident.
35. As plans progress it will be important that this alignment continues for improved health and wellbeing outcomes for people living in Surrey. In order to achieve this, it is important for the Board to remain updated on the plans to ensure consistency across the varying footprints that the plans in Surrey cover.

**Next steps:**

36. The Health and Wellbeing Board to remain cited on the three STPs to ensure consistency and improved health and wellbeing outcomes for people living in Surrey.
37. The Board will receive a further update on the plans at a time deemed appropriate at the Board meeting.

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**Annexes:**

Annex A – Commissioning intentions to improve health in Surrey

**Sources/background papers:**

Health and Social Care Act (2012)

[NHS Five Year Forward View \(2014\)](#)<sup>4</sup>

[Surrey Joint Health and Wellbeing Strategy \(2016\)](#)<sup>5</sup>

Surrey Health and Wellbeing Board – [Public Update May – July 2016](#)<sup>6</sup>

<sup>4</sup> NHS Five Year Forward View (2014) <https://www.england.nhs.uk/ourwork/futurenhs/>

<sup>5</sup> Surrey's Joint Health and Wellbeing Strategy (2016) <http://www.healthysurrey.org.uk/a/6187260-11890114>

<sup>6</sup> Surrey Health and Wellbeing Board Public Update May – June 2016  
<http://www.healthysurrey.org.uk/a/6194717-11924561>



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