



SWL Sustainability and Transformation Plan

Briefing for South West London Joint Health Overview and Scrutiny Committee
October 2016

Background

Following publication of the NHS Five Year Forward View (5YFV) in 2015, all regions (or 'footprints') of the NHS in England are required to publish Sustainability and Transformation Plans (STPs) setting out how they will meet the challenges set out in the 5YFV and deliver high quality, sustainable services for their populations in the years ahead.

STPs are intended to be developed through a partnership of NHS commissioners and providers, working with their local authorities. This is a significant change to previous NHS change programmes, which have been commissioner-led. The partnership approach is expected to continue in development of the STP: while in the past, different areas of the NHS have in effect had competing interests, the STP process requires 'whole system' accountability. NHS England and NHS Improvement, as regulators of commissioners and providers, are taking an active role in ensuring system-wide accountability for STPs.

South West London STP

The South West London STP is currently going through the final stage of drafting. An initial submission was made to NHS England in June 2016, in line with national requirements. As June submissions were very early drafts, NHS England requested that they were not made public at that stage, but a summary of our early thinking has been shared online and forms our presentation pack for this meeting. The final draft – which will remain an iterative document for discussion with local stakeholders and the public – will be submitted in October 2016. The final document will be similar in essence to the June submission, but is likely to be more specific about financial modelling, whole system working and our approach to the configuration of acute hospital sites.

Leadership and governance

STPs are a partnership between commissioners and providers, working with their local authorities. Our governance reflects this. **Decisions are made by CCG governing bodies and provider trust boards, based on recommendations from our programme board, clinical board and collaborative leadership group.**

Day to day management of the STP process rests with a small leadership team:

- Kathryn Magson – SRO for STP and Chief Accountable Officer for Richmond CCG
- John Goulston – Provider Lead – Chief Executive of Croydon NHS Hospitals Trust
- Kath Cawley – STP Programme Director
- Ged Curran – Local Authority Lead and Chief Executive of the London Borough of Merton.

Local authority leaders and CCG Chairs meet on a quarterly basis in the Collaborative Leadership Group, which is the key partnership forum between local authorities and the programme.

The programme has eight clinical working groups, covering different clinical areas, all of which include more than one patient and public representative. These representatives meet on a quarterly basis and the programme also has a dedicated Patient and Public Engagement Steering Group, which advises us on all aspects of our public engagement.

Content of draft STP

The attached slides summarise content of the June submission. It is important to note that the October submission is still being drafted and is likely to update the initial STP significantly.

The key planks of our STP are likely to remain in place:

- A whole system approach based on collaboration between and across commissioners, providers and local authorities
- More care delivered outside hospital in community settings
- An expansion/transformation of primary care
- Proactive, preventative care based on keeping people well and early intervention
- Parity of esteem for mental and physical healthcare
- The need to consider the best configuration of our acute hospitals and of specialised services in south London.

However, we have carried out further work to improve the estimated savings and further close the financial gap and this will be reflected in the submission. We have also looked in more detail at the question of acute hospital configuration through the lenses of clinical pathways, finance, workforce, and deliverability.

Public engagement

The NHS has been talking to the public and stakeholders about the challenges facing local services for several years. In 2015, we published an Issues Paper setting out the challenges and asking local people and organisations for their views. Large-scale deliberative events were held in each of our six boroughs to discuss these issues and all feedback has been recorded and published. We will shortly publish our response to this feedback, which has informed our thinking on the STP. We also commissioned an Equalities Analysis, to look at how changes to services might impact on groups listed as having protected characteristics under the Equality Act 2010.

During 2016, we have continued to engage with local people on these issues.

- In May, we wrote to **over 1,000 local organisations, sharing emerging thinking on the STP** and asking for their feedback, also offering to attend local meetings to talk through the issues.
- We launched an extensive **grassroots engagement programme** in partnership with local Healthwatch organisations. This programme sponsors enjoyable activities for local grassroots organisations, during which the NHS has a slot to talk to local people about health services and the issues raised in the STP. To date, around 27 events

have been held across all boroughs and extensive feedback has been gathered, with a similar number being planned over the remainder of this financial year.

- We published a **summary of the draft STP online** and again shared this with all of the organisations on our database for comment. We again offered to speak to local groups who wish to discuss the STP further.
- Our Patient and Public Engagement Steering Group has continued to meet and to advise us on all elements of public engagement, while all of our clinical groups, our programme board and our clinical board have patient and public representatives.
- We are now working with local authority communications teams to develop bi-annual **Health and Care Forums in each borough** – this will be a means of continuous engagement with local people on the issues raised by the STP and our developing strategy.

The next steps

When the final draft STP has been submitted, we will undertake further public and stakeholder engagement, as we seek to develop our plans on an iterative basis, in partnership with local authorities and local people. The proposed Health and Care Forums will be one step in this, as will a programme of social media engagement and further attendances at local meetings. We will produce regular 'You Said We Did' updates, summarising all feedback received and our response to it.

Should the STP lead to proposals for significant service change at any of our hospitals, we would hold a full public consultation on these. Current timescales suggest that if public consultation is required, it would take place during 2017.

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