

HEALTH AND WELLBEING BOARD			
Report Title	South East London Sustainability and Transformation Plan: Update		
Contributors	Our Healthier South East London Programme Team Martin Wilkinson, Chief Officer, Lewisham CCG	Item No.	6
Class	Part 1	Date	2 November 2017
Strategic Context	The report provides an update on strategic planning processes for South East London		

1. Purpose

This report provides members of the Health and Wellbeing Board with an update on the NHS South East London Sustainability and Transformation Plan. The report is for information.

2. Recommendation

Members of the Health and Wellbeing Board are recommended to:

- Note the progress of these programmes of work.

3. Policy Context

Planning guidance was published on 22 December 2015 which set out the requirement for the NHS to produce five year Sustainability and Transformation Plans (STP). These are place based, whole system plans driving the Five Year Forward View. The Board has received regular reports.

4. Summary of report

The five priority areas of the Our Healthier South East London (OHSEL) plan are as follows:

1. Developing consistent and high quality community based care (CBC), primary care development and prevention
2. Improve quality and reducing variation across both physical and mental health
3. Reducing cost through provider collaboration
4. Developing sustainable specialised services
5. Changing how we work together to deliver the transformation requires

4.1 STP ratings

NHS England and the Department of Health recently announced the first ratings for STPs. OHSEL is pleased to have been rated as 'advanced' – the second highest category.

This is good recognition of the work we have done since 2013 in bringing health and social care together to plan the best ways to deal with the financial, quality and capacity challenges we have. Our collective leadership has been rated "advanced" - the highest grade.

Regulators have been clear that STP ratings should not be taken as a comment on the performance of STPs to date. Rather, it indicates the relative starting points on the road to better care, often driven by a range of historical factors.

NHS England has published this baseline assessment in the 'STP progress dashboard' alongside NHS Improvement's single oversight framework for provider trusts and the CCG improvement assessment framework.

The dashboard will be updated annually so that in future the public can track progress - the methodology and metrics will evolve over time as we learn more about its effectiveness and develop additional indicators.

NHS England has made its assessments based on three evaluation criteria- hospital performance, patient focused change, (which includes GP access, cancer standards and mental health) and transformation, including leadership and finance.

4.2 Finances

OHSEL has a meeting with NHS regulators later in October to discuss our progress with aligning wider SEL financial operational plans with wider SEL financial planning.

Note that SEL is in the Capped Expenditure Process (CEP) for those STP areas which contain organisations which have been unable to agree financial targets with regulators. The CEP process is explained in more detail on the OHSEL public website here:

<http://www.ourhealthiersel.nhs.uk/news-events/news.htm?postid=34755>

We are working with each of the organisations to develop their own forecasts to ensure that there is a consistent approach taken across the system. This exercise will allow OHSEL to demonstrate the normalised financial position of the south east London footprint up to and including 2020/21.

4.3 London Mayor's report into London STPs

The King's Fund and Nuffield Trust recently published a [report on London STPs](#), commissioned by the Mayor of London. Although the report presents challenges to the NHS on finances, the report cites in particular OHSEL's work on cancer for praise.

The report broadly supports the direction of travel in London but expresses a degree of skepticism in the ability to deliver out of hospital provision without further investment.

The Mayor's response focused on public and patient engagement and that his support for plans is reliant on demonstrating engagement/support and general validation of clinical safety.

4.4 STP delivery progress

- **Accountable care** – in line with the next steps in the Five Year Forward View. Experts in the development of integrated organisations, Credo, have been appointed following a competitive procurement for a two month role to look at the complex organisational and care structures in south east London, speak to stakeholders, and make some recommendations on the options available for moving us forward. This is about how the SEL health and care services can work in a more integrated way, building on existing good work, and that it is likely to be more about a “system of systems and networks”, rather than involving organisational change.
- **Finance back office** - All five providers have signed up to a proposal to develop a single ledger system.
- **Delivery plans** have been developed for four priority areas set out in NHS England's recent Five Year Forward View delivery update (mental health, cancer, urgent and

4.5 Estates: OHSEL has received around £20 million, through the [Estates and Technology Transformation Fund](#), to support ten new estates projects across south east London. All of these projects are expected to be completed by 2019/2020 – the majority are in primary care. In addition, there is around £3.5 million being invested in improving GP premises across south east London in 2017/18

OHSEL is also looking at how it can increase the use of clinical space in our existing buildings. Currently some buildings are only used 40% of the time, we want to increase this to 90%.

4.6 Cancer: Funding has been secured to run advanced communication skills and psychological support training to address skills gaps across the south east London cancer services workforce. Cancer nurse specialists are helping to identify staff who need to complete training, and roll out is expected to start before Christmas.

Amanda Shewbridge, Macmillan Nurse Programme Manager for Living With and Beyond Cancer has set up a group involving lead cancer nurses from the three Trusts, members of psychological support services, allied health professionals, Macmillan GPs, and representatives from commissioning, primary care and Transforming Cancer Services for London. Together they are starting work to address gaps and spread best practice in key elements of recovery including – standardising data collection, holistic needs assessments, cancer care reviews, and pan London reporting.

5. Financial implications

The strategic plans reflects the financial plan and savings required to deliver a financially balanced position over the five year period.

6. Legal implications

Members of the Board are reminded that under Section 195 Health and Social Care Act 2012, health and wellbeing boards are under a duty to encourage integrated working between the persons who arrange for health and social care services in the area. This is recognised in the strategic priorities identified in the development process.

7. Crime and Disorder Implications

There are no specific crime and disorder implications arising from this report.

8. Equalities Implications

In order to ensure that the strategy is informed by the diverse population in south east London and to enable full understanding of the potential impact on communities with protected characteristics (as well as complying with the Equalities act 2010), carers and, the socially and economically deprived, equalities analyses will be conducted throughout the programme.

9. Environmental Implications

There are no environmental implications arising from this report.

Background Documents

Delivering the Forward View: NHS planning guidance 2016/17 – 2020/21 can be found at www.england.nhs.uk/ourwork/futurenhs/deliver-forward-view/

Further information on the Our Healthier South East London programme can be found at www.ourhealthiersel.nhs.uk

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