

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.	4
Class	Part 1	Date: 27 April 2017	
Strategic Context	The report provides an update on strategic planning processes for South East London including proposals around elective orthopaedic services		

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, including on proposals for elective orthopaedic service . 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 received a previous report at its meeting in November 2016.

4. Summary of report

4.1 STP Governance & Programme Support

Appendix 1 shows the current governance and accountability arrangements for the STP programme. Under national guidance we have established a leadership team (the quartet) of four individuals from across each part of our system and revised our joint governance arrangements, through the development of a Strategic Planning Group involving all local NHS organisations, local government and patient representatives. The quartet are:

- Amanda Pritchard, CEO Guys and St Thomas NHST (overall SRO)
- Andrew Bland, CO Southwark CCG
- Andrew Parson, Chair Bromley CCG
- Barry Quirk, CEO Lewisham Council

STP delivery will be considerably strengthened this year by two important appointments. The procurement for consultancy support to the programme has concluded with the preferred bidder identified as EY. The contract covers implementation support, programme management and analytics, modeling and performance tracking. EY started work on week commencing 23rd January.

In addition, Julie Lowe, former chief executive of Ealing Hospital and North Middlesex Hospital, has joined the programme as Programme Director for collaborative productivity.

4.2 Orthopaedic consultation postponed until spring

Public consultation into proposals to develop elective orthopaedic centres has been postponed until spring 2017. In response to feedback from stakeholders, and agreed at the Committee in Common, we are further developing the consultation materials to more clearly describe an option where services are consolidated to three sites. We are also developing more information on infection rates and cancellations, and a more user friendly explanation of the finances.

This will allow the public to consider the pros and cons of both a two-site consolidation and a three-site consolidation. To assist with this, Guy's and St Thomas', Lewisham and Greenwich, and King's trusts have agreed to work together on a shared description of a three-site option and to further analyse the financial and non-financial impacts of consolidation.

4.3 OHSEL to widen involvement during 'civic engagement' period

Since 2014, we have been discussing the challenges facing local health services and potential solutions with local people, which has formed the foundation of our plans. During 2017, we aim to extend the reach of our conversations, inviting more local people and interest groups to find out about our developing plans and contribute their views.

OHSEL has evolved from a commissioner-led strategy into a 'whole system' Sustainability and Transformation Plan (STP). The STP is not a blueprint, but rather a series of developing plans for different clinical areas, which are at different stages of development.

A six-month programme of 'civic engagement' – a dialogue with the people of south east London – will be launched in March. This will create more opportunities for local people to hear about the plans direct from NHS leaders and tell us what they think. This will include a public event in each borough, briefing stakeholders in each borough, a programme of social media engagement and communications and engagement plans for each STP workstream. Feedback will be collated, published and responded to in line with our long-standing approach.

4.3 Trust NEDs, governors and lay members event

The programme organised a session on 2nd February to bring south east London trust non-executive directors (NEDs), governors and lay members up to speed on the development of the STP for south east London.

The session was to ensure that NEDs, governors and lay members are sighted on the STP's content and governance and to seek views on how they might keep informed and involved, with the development and delivery of the STP.

4.4 New care models – learning from vanguards

As part of our work around new care models to deliver community-based care, West Wakefield Health and Wellbeing vanguard presented their experiences to commissioner, provider, voluntary sector and citizen representatives from across south east London with the aim of stimulating local discussions. The vanguard is a multi-speciality community new care model – learning from vanguards provider (MCP) – and is a model that we are currently considering as the next stage in the development of local care networks to deliver place-based care across traditional provider boundaries.

This learning event, which took place on Wednesday 11 January, is part of the work that will help local borough teams and the local care networks move forward with their plans. There are 50 vanguards across the UK, selected to take a lead on the development of new care models which will act as the blueprints for the NHS moving forward and the inspiration to the rest of the health and care system.

A separate report on local work to develop our neighbourhood care networks is included in the Board agenda.

4.5 Patient involvement

We have been seeking additional Patient and Public Voice (PPV) representation on several clinical and supporting workstreams. Applications have come in from south east London's diverse voluntary and community organisations as well as from individual members of the public. Successful applicants will complement existing PPV representation and join the Patient and Public Advisory Group (PPAG), a peer support group.

Local people play an important role in developing our ideas for improving health services and have been involved in OHSEL from the outset. We aim to have at least two PPVs and one member of Healthwatch on each OHSEL clinical project group.

4.6 The journey towards more digital healthcare

Developments in IT and other digital technologies present a huge opportunity for us to advance the way we care for patients. An ambitious vision for south east London has been set out in our Local Digital Roadmap (LDR), which

examines the opportunities to exploit new technology over the next five years and beyond. Our digital vision focuses on:

- being paper-free at the point of care by 2020
- using digital technology to empower patients to have more control over their day-to-day care
- making real-time data analytics possible at the point of care
- successfully compiling and analysing health and social care data to support population health planning, effective commissioning and research

Digital technology will enable us to change the way we deliver care and achieve financial sustainability. It will also drive better outcomes for patients.

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

If there are any queries on this report please contact Charles Malcolm-Smith, Deputy Director (Strategy & OD), Lewisham CCG, e-mail charles.malcolm-smith@nhs.net