

Sustainability and Transformation Plans (STPs)



A compilation of recent presentations with input from Library & Knowledge Service Managers in the East of England

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How will your Library and knowledge Service support local STPs?

How will you make your Library and Knowledge Services an essential resource for the STPs?

How can you collaborate more closely with other Library and Knowledge Services colleagues to achieve this?



Sustainability and Transformation Plans

- The NHS Five Year Forward View Shared Planning Guidance required every local health and care system in England to create a Sustainability and Transformation Plan (STP).
- These will be place-based, multi-year plans built around the needs of local populations.
- STPs will drive transformation in health and care outcomes between 2016 and 2021.
- They will help strengthen local relationships and better enable a shared understanding of how we can best deliver the FYFV.

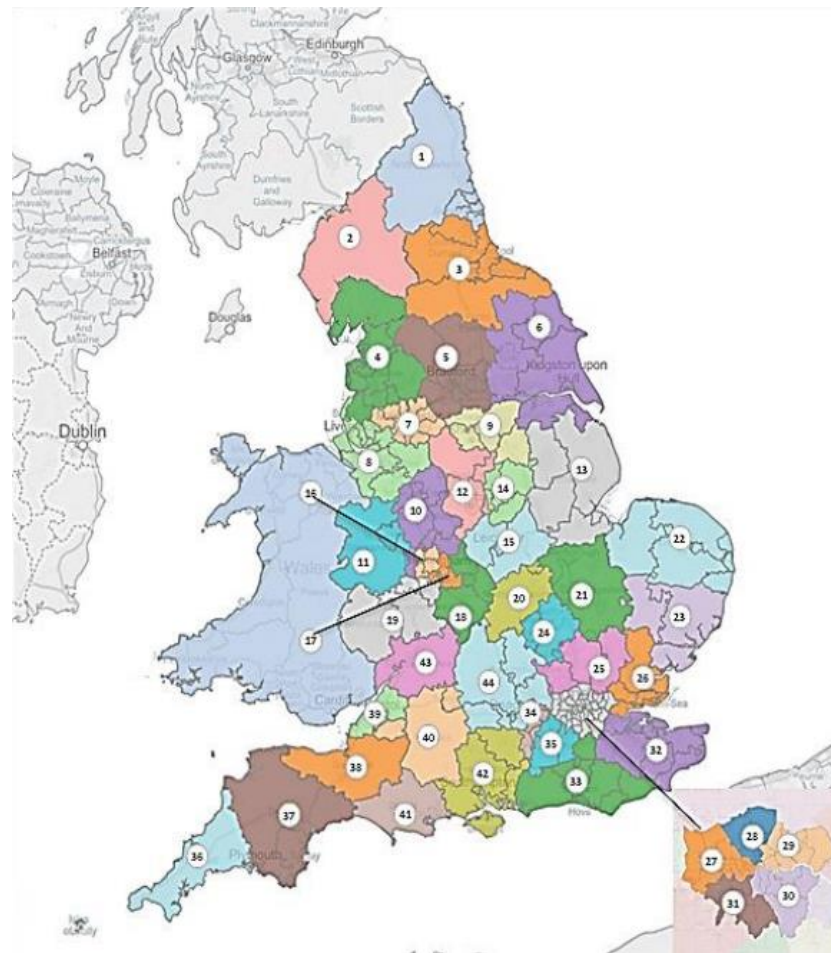
Sustainability and Transformation Plans

- To deliver these plans, NHS providers, CCGs, Local Authorities, and other health and care services have come together to form 44 STP ‘footprints’.
- These footprints are of a scale that should enable the transformation required to implement the Five Year Forward View’s vision of health, quality care, and efficiency.
- The STP footprints will not cover all planning eventualities – there are layers of plans that sit above and below STPs.
- STP boundaries may change over time in line with local circumstances.

The 44 English Geographies

In forming their footprints, local areas will have taken the following factors into account:

- Geography (including patient flow, travel, and how people use services);
- Scale (the ability to deliver sustainable, transformed, and financially sound health and care);
- Fit with footprints of existing change programmes and relationships;
- The financial sustainability of organisations in an area;
- Leadership capacity and capability to support change.



Leadership

Each footprint has a leader from the system

“These are individuals who command both the support of their local colleagues and the national leadership bodies of the NHS, and whose efforts alongside colleagues will collectively help transform health and care over the next few years.

The leaders come from a good mix of backgrounds, and include provider chief executives, CCG accountable officers, local authority senior leaders and clinicians, recognising the need for local systems to work in partnership. “

<https://www.england.nhs.uk/2016/03/leaders-confirmed/>

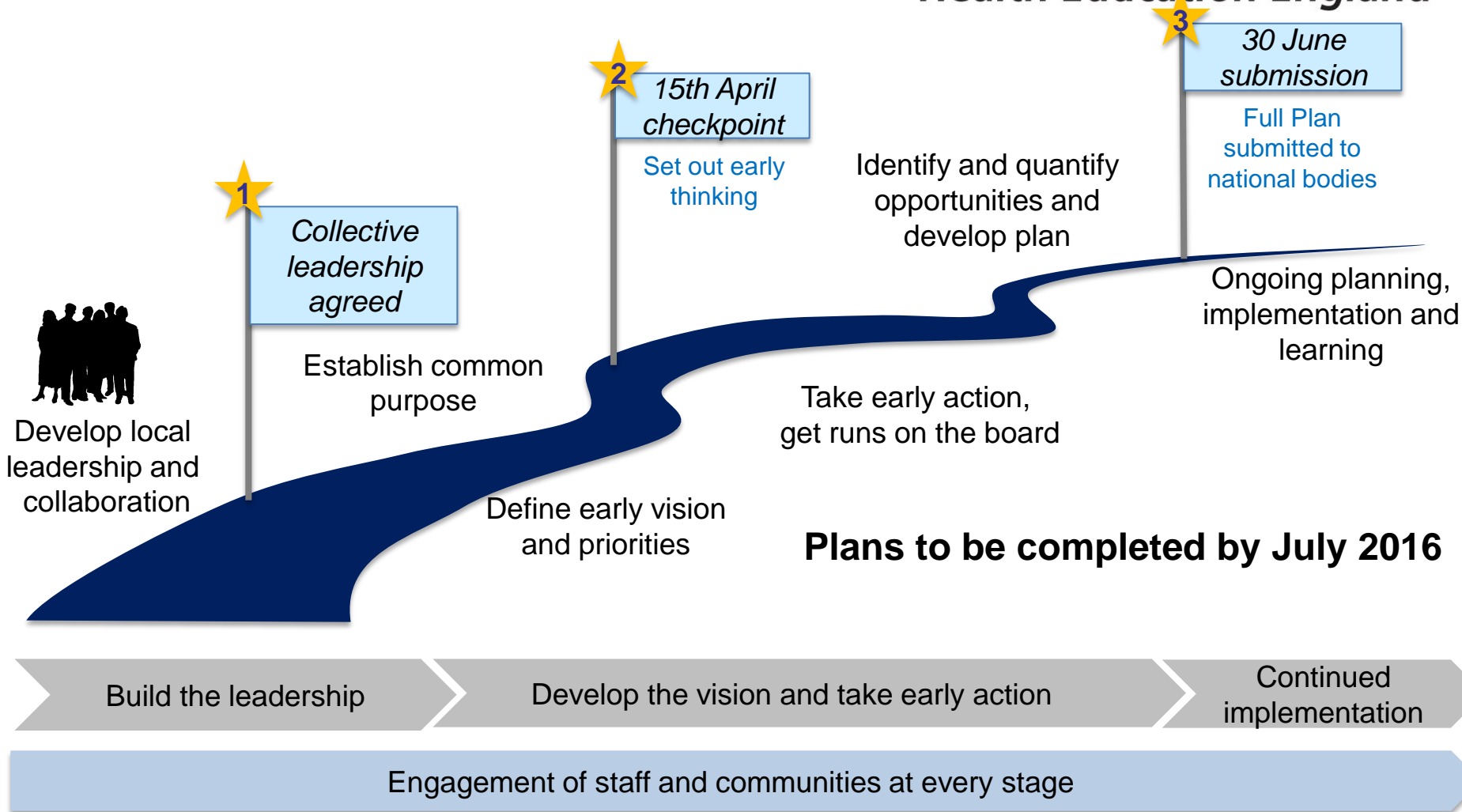
You can populate this grid from
<http://www.hsj.co.uk/7004214.article>

Name	Population In million	No. CCGs	Surplus or deficit %

Overview of the process



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The April 15th checkpoint: Summary

Each STP area was asked to make a submission by 15 April focusing on the following **two questions**:

- a. What leadership, decision-making processes and supporting resources you have put in place to make progress?
- b. What are the major areas of focus and big decisions you will need to make as a *system* to drive transformation?

Different areas will be starting from different places

- Many areas will have already undertaken considerable amounts of work.
- They were to build on this work – and fill the gaps, not redo what they'd already done.

The April 15th checkpoint: agreeing areas of focus for each STP



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A full STP will need to be underpinned by

- an understanding of your current **major local challenges against the ‘3 gaps’ (health and wellbeing, care and quality, and finance and efficiency)**;
- how those challenges are expected to evolve over the next 5 years in a ‘do nothing scenario’;
- emerging hypotheses for what is driving the gaps and therefore the action needed.

National priorities and local challenges

- The STP process is intended to be a **process for partners across a footprint to work together to identify, agree and address significant challenges**. It is not a checklist exercise.
- **10 key areas** where we know we need to make progress across the health and care system. Reflecting on these 10 areas, **footprints need to be identifying key local priorities for transformation**

The Local Workforce Action Boards will be responsible for delivering 4 key pieces of work in the coming months

- A comprehensive baseline of the NHS and social care workforce within the STP footprint and an overarching assessment of the key issues that the relevant labour markets(s) present. This will describe the workforce case for change.
- A scenario based, high level workforce strategy that sets out the workforce implications of the STP's ambitions in terms of numbers and skills, including leadership development.
- A workforce transformation plan focused on what is needed to deliver the service ambitions set out in the STP.
- An action plan that proposes the necessary investment in workforce required to support STP delivery, identifying sources of funds to enable its implementation.

The big question

There are 10 big questions for STPs

The big question for Library & Knowledge Services is:-

How can we help deliver these plans?



10 big questions – what are the priorities for the STP? (1/2)

- ❖ **How are you going to prevent ill health and moderate demand for healthcare?**
- ❖ **How are you engaging patients, communities and NHS staff?**
- ❖ **How will you support, invest in and improve general practice?**
- ❖ **How will you implement new care models that address local challenges?**
- ❖ **How will you achieve and maintain performance against core standards?**

10 big questions – what are the priorities for the STP? (2/2)

- ❖ **How will you achieve our 2020 ambitions on key clinical priorities?**
- ❖ **How will you improve quality and safety?**
- ❖ **How will you deploy technology to accelerate change?**
- ❖ **How will you develop the workforce you need to deliver?**
- ❖ **How will you achieve and maintain financial balance?**

The big question

The big question for Library & Knowledge Services is:-

- **How can we help support the planning phase and then the delivery of STPs?**
- **What evidence, best practice and data is needed?**
- **Given local circumstances, where do we need to focus to best support the priorities of the health and care system?**



STPs are an opportunity to develop a local route map to an improved, more sustainable, health and care system



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44 STP footprints have been agreed

- Each will be convened by a local leader, backed by national bodies
- Footprints are not statutory boundaries – they are vehicles for collaboration
- Planning will still need take place at different levels - subsidiarity is a key principle

A good STP focuses on the big questions and early action

- Get going on some early actions rather than waiting for the plan to be complete
- As 'umbrella' plans, STPs can be a way of making sense of competing priorities
- Think about populations, not institutions or organisational form
- Spend time on identifying the practical opportunities and solutions, not endlessly debating the scale of the challenge

It won't be easy

- There will be technical challenges, e.g.
 - Cross-footprint flows and boundaries
 - Incentives that pull in different directions
- Non-technical challenges, e.g.
 - Building meaningful relationships
 - Freeing people to focus on the long-term
 - Moving quickly, whilst ensuring buy-in

This is an opportunity to build or strengthen relationships

- Across health, social care and local government – but also with patients, communities, staff and the voluntary sector
- STPs aren't all about writing the plan: building energy, relationships and collaborative leadership is even more important
- Trust and ownership is crucial for implementation

How to respond?

Colleagues in the East of England discussed their approach and decided on these actions:

1. Contact key players with the messages

“We are here, how can we help?” “We can help deliver the plans by....”

2. Mapping our own services to the STP footprints and working more collaboratively to help deliver the plans, prioritising local needs.

3. Develop a local model for LKS, for example LKS Essex merger pilot.

4. Stakeholder mapping

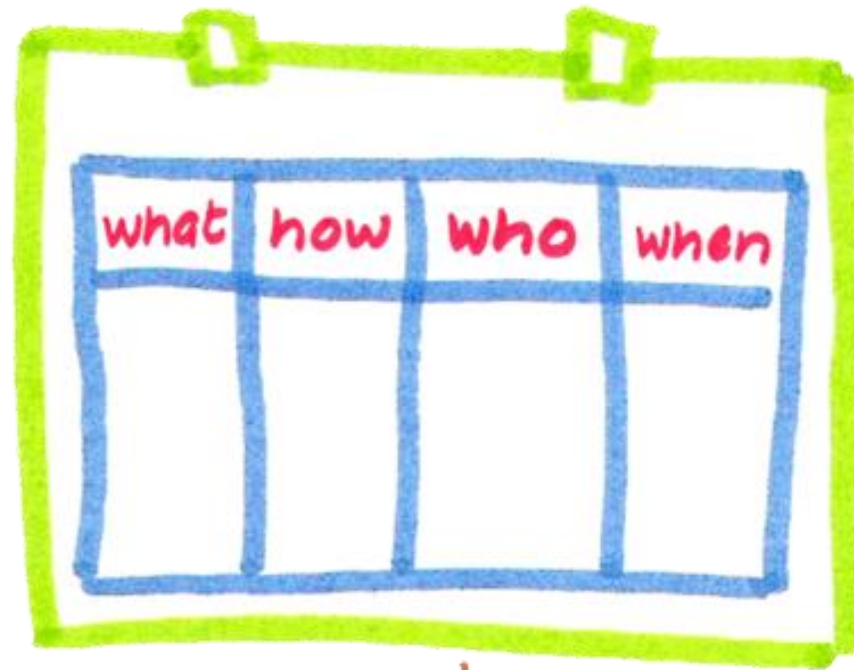
5. Comms plan using their language:-

“We’re working together with you” “We’re tailoring the information for you” “We’re part of the team”

Your next steps – 30 days

Plans need to be completed by July 2016

- Who do you need to contact?
- Who do you need to work with on this?
- What will you do now?



A hand-drawn diagram of an action plan. It consists of a green rectangular border with two white rectangular tabs at the top. Inside this border is a blue-bordered table with four columns. The columns are labeled 'what', 'how', 'who', and 'when' in red, lowercase letters. The table has two rows, with the top row containing the labels and the bottom row being empty.

what	how	who	when

action
plan