

Sustainability & Transformation 2021: Delivering Success in the West Midlands

The NHS Five Year Forward View sets out a compelling and challenging vision for the NHS. Its aim - to bring local health and care partners together to set out clear plans to pursue the Forward View's 'triple aim' to improve:

- the health and wellbeing of the population;
- the quality of care that is provided; and
- NHS finance and efficiency of services.

Called 'Delivering the Forward View, the NHS planning guidance for 2016/17', the planning guidance outlines a new approach to help ensure that health and care services are planned by place rather than around individual organisations.

Six national organisations are working together to help support this programme - to improve everyone's lives - with prevention at the heart of everything we do. These organisations are:

- NHS England
- Public Health England
- NHS Improvements
- Care Quality Commission
- The National Institute for Health and Care Excellence (NICE)
- Health Education England

What are Sustainability and Transformation Plans?

Sustainability and Transformation Plans (STPs) are about strategic partnerships for NHS clinical commissioning groups and providers, such as hospital trusts, as well as local authorities and social care, coming together to agree the local geographical areas, or footprints, to meet the triple aim as outlined above and close those gaps between now and 2020/21. Working together to make more effective and better services that are delivered through a network of providers across a wider footprint and sharing the best approaches to integrated working in each community.

STPs are not about organisations losing their individual identity. They're about bringing together all aspects of health and social care and using that knowledge and experience to find new and better ways to meet the health and care needs of the communities.

What does this mean?

Aimed at a wider geography than is currently in place within local clinical commissioning groups (CCGs) the STP will not affect the CCGs' transformation plans. The STP will plan to transform services around certain patients' pathways such as:

- emergency care;
- specialised care;
- cancer;
- diabetes;
- Maternity and children's services.

For example, if a local hospital is developing plans to make improvements to care for people with diabetes, it makes sense for them to work together with local GPs and local councils on plans to help prevent people from developing diabetes in the first place. Planning by place - rather than the individual organisation - will help to transform care for communities and local populations as a whole.

The STPs will be used as a way of building on and strengthening local partnership working so that we can understand and share where we are now and where we want to be in 2020, and put in place the steps needed to get us there.

What are the benefits?

Neighbouring hospitals, CCGs, GPs and other health and care services can come together to form defined 'footprints': geographic areas in which people and organisations can work together to develop Sustainability and Transformation Plans. Plans that will ensure that these services:

- have the right staff in place to deliver these services,
- that the services are good quality, and
- meet the criteria set out in the national strategies so that we have services that are safe, effective and accessible as well as affordable and sustainable in the future.

The STP will identify those services that should be planned on this bigger footprint and also address any issues that may arise – to improve quality, patient outcomes and value for money.

How is this different?

The introduction of a new dedicated Sustainability and Transformation programme will require a different type of planning process. It requires the NHS, at both a local and national level to work beyond the boundaries of individual organisations and sectors. By working together and with the additional investment that has been made available we will be able to help hospitals get back on their feet, support the delivery of the Five Year Forward View, and enable new investment for services such as specialised care and cancer services.

Sustainability and Transformation Plans Footprints

As well as ensuring a West Midlands-wide approach to planning and supporting this work, the West Midlands is likely to have four STP footprints:

- *The Black Country;*
- *Birmingham & Solihull;*

- *Herefordshire and Worcestershire*
- *Coventry and Warwickshire*

The new West Midlands Combined Authority is a major partner in this work and is taking part in this important planning which will contribute to the proposed health and wider public sector reforms.

How will it work?

A West Midlands Planning Group is being established. Its membership includes local government, with representatives from Adult Social Services, Children's Services and Public Health, as well as from the key NHS organisations include hospital trusts and CCGs.

Each of the STP systems will have a governance structure that includes local government, health and social care partners. Effective accountability will be through the strong local governance processes, particularly important will be Health and Wellbeing Boards, as key leaders from the local health and care systems

Next steps

The STP process commenced in January and will complete the national sign off of the plans by July. Each month throughout this period will include checkpoints that focus on building success for the West Midlands and the adoption of these new care models – which will be good for our patients and local communities and which clinicians and other health professionals support.

We already have strong partnerships across the West Midlands which offer the opportunity to influence the STP programme. Its development, alongside the work that local NHS leaders are already planning to meet the health needs of their populations, will help ensure the NHS has solid foundations to build on from next year as well as help to transform how care is delivered up to 2021.

Ends.