

To:	Public Trust Board
From:	Kevin Turner, Deputy Chief Executive
Date:	5 May 2016

Title:	The Lincolnshire STP 2016/17 to 2020/21 – Progress update						
Responsible Director: Kevin Turner, Deputy Chief Executive							
Author: Julie Pipes, Assistant Director of Strategy							
Purpose of the Report:							
<ul style="list-style-type: none"> The purpose of this report is to provide the Trust Board with a progress update in relation to the development of the STP for Lincolnshire 							
The Report is provided to the Board for:							
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Assurance	✓						
Information	✓						
Summary/Key Points:							
To provide the Trust Board with:							
<ol style="list-style-type: none"> An outline of the activities in progress to develop the STP for Lincolnshire A summary of what the STP will need to include and demonstrate Details of the process for producing the STP The timescale for submitting the STP The governance process supporting the development of the STP. Assurance of how the STP is aligned to the ULHT Medium Term Plan 							
Recommendations:							
<ul style="list-style-type: none"> That the Trust Board note the requirement for the STP That the Trust Board note progress made thus far That the Trust support the process and approach for developing the STP. 							
Strategic Risk Register		Performance KPIs year to date					
<p>The Annual Planning Steering Group has been directing and managing the delivery requirements for an Integrated Business Planning process, and monitoring the associated risks to the delivery of the Integrated Annual Operational Plan for 2016/17 and supporting returns for the Trust. This group is refreshing its strategic focus to include the Integrated Medium Term Plan, the STP and delivery of these plans. The name of this group is yet to be determined, and will be referred to in the interim as</p>		<p>The STP will need to set out clear aims and objectives to be monitored through associated measures and outcomes to demonstrate robust delivery. These will be reflected in the Integrated Medium Term Plan being built up over a five year ambition for the Trust.</p>					

the Strategic Steering Group.	
Resource Implications (e.g. Financial, HR)	
<p>The Trust is refreshing the terms of reference for the Annual Planning Steering Group, to morph into a Strategic Steering Group (name to be confirmed) to extend its strategic focus to include the Integrated Medium Term Plan and the STP. The Group will programme manage the Integrated Business Planning approach applied this year, in the future using resources across multidisciplinary areas of Performance Improvement, Finance, Human Resources, Estates, ICT and Operational support. The groups Terms of Reference are being reshaped to ensure the development and delivery of the Integrated Medium Term Plan along with the STP. The STP is a county wide, place based plan and as such, ULHT will work in partnership with other providers in Lincolnshire, CCG's and the Council to develop the STP. There may be requirements for addition resources in the areas identified to support the development of the STP and Medium Term Plan, and these will be identified as the programme plan develops.</p>	
Assurance Implications	
<p>The Strategic Steering Group will be overseeing the development and delivery of the Integrated Medium Term Plan, and the STP, ensuring that national, regional and local strategic direction is aligned to the direction the Trust has outlined in the Integrated Annual Operational Plan 2016/17. The Trust will monitor the delivery of the aims and objectives set out in the Integrated Medium Term Plan as part of the Integrated Business Management approach to provide assurance to the Trust Board that key activities are delivering intended benefits and achieving set targets and outcomes to demonstrate delivery of the Trust's vision.</p>	
Patient and Public Involvement (PPI) Implications	
<p>The production of the Integrated Medium Term Plan will take into account consultation and engagement feedback from the Trust Board Development Sessions, Clinicians, Business Units and Locality Forums, together with bespoke strategic interdependency workshops to align our core strategies to the delivery of the vision set out in the Integrated Medium Term Plan, which will be aligned to the Sustainability Transformation Plan (STP).</p>	
Equality Impact	
<p>The inequality impacts should be identified throughout the development of the STP and will be referenced to the Integrated Medium Term Plan</p>	
Information exempt from Disclosure – Yes	
Requirement for further review? Yes	

1. Purpose for this report

The purpose of this report is to provide the Trust Board with a high level summary of the requirements of, and the progress made to date, to meet the NHS guidance for producing a STP (Sustainability and Transformation Plan).

2. Recommendations

- 2.1 That the Trust Board notes and supports the approach to developing the STP
- 2.2 That the Trust Board support the work that ULHT will contribute towards developing the STP for Lincolnshire in partnership with Clinical Commissioning Groups, County Council and other providers of health and care in Lincolnshire.

3. Reasons for recommendations

“Integrated Partnership Working”

- 3.1 The first step for moving towards developing a truly integrated health care system for the people of Lincolnshire

- 3.2 This ambition will be dependent upon the wider integration of service delivery with our partners in Lincolnshire, and should set out how we will work collaboratively to transform the health and care landscape across Lincolnshire in order to achieve the shared vision, deliver improved outcomes and patient experience, ensure a financially sustainable system, and meet the expectations of patients and the public.

4. Background to the STP

The NHS Shared Planning guidance for 2016/17 asked every local health and care system in England to come together to create their own ambitious local plan for accelerating the implementation of the Five Year Forward View (5YFV). These plans are to be known as the “Sustainability and Transformation Plans” (STPs), and will be place-based, multi-year plans built around the needs of local populations. STPs will help drive a genuine and sustainable transformation in health and care outcomes between 2016 and 2021. The objective of these plans is to help build and strengthen local relationships, enabling a shared understanding of where we are now, our ambition for 2021 and the concrete steps needed to get us there.

The STP Planning Guidance

<https://www.england.nhs.uk/ourwork/futurenhs/deliver-forward-view/stp/>

The narrative below is based on the guidance from NHS England, the link above is to the NHS website.

To deliver the Sustainability and Transformation Plans, NHS Providers, Clinical Commissioning Groups, Local Authorities, and other health and care services have come together to form 44 STP “footprints”. These footprints are geographic areas in which people and organisations will work together to develop robust plans to transform the way that health and care is planned and delivered for their populations. Lincolnshire is our footprint.

The planning guidance suggests that if we can be successful with the STP planning and implementation process, the benefits will include:

- Engaging patients, staff and communities from the beginning
- Developing services that reflect the needs of patients and improve outcomes by 2021, and in doing so, close the three gaps across the health and care system that were highlighted in the 5YFV (health and well-being, care and quality, and finance and efficiency)
- Developing robust partnerships to deliver the plans
- Providing a better way of spreading and connecting successful local initiatives, providing a platform for investments from the Sustainability and Transformation fund (STF).

The planning guidance has clearly set out the stages for the development of the STPs as follows:

Stage 1: Developing local leadership and collaboration – before Easter 2016

- Establishing Governance arrangements
- Understanding the scale of the challenge
- Identifying key priorities through the assessment of the three gaps described in the 5YFV (health and well-being, care and quality, and finance and efficiency)

Stage 2: Developing the STP – after Easter 2016

- Focussing on the detail of the plan, and the actions required to close the three gaps over the next five years
- The shared planning guidance sets out nine “must dos”. Many, if not all, of these will require action beyond 2016/17, and a good STP will therefore set out how areas will maintain and deepen the progress they will make by implementing their operational plans. This is one tangible way in which the operational plans for 2016/17 need to be closely linked to the STPs, and conceived as the first steps on the way to wider transformation.
- The STP should not be just a glossy brochure; it should be based upon strong analysis and insight, and should set out the actions that will make a difference for local people rather than vision statements.
- The STP should not focus on specific specialty services, but instead needs to focus on achieving greater alignment and coherence between programmes and priorities.

5. Requirements for the STP

STPs should identify long term “gaps” for health and wellbeing, care and quality and; finance and efficiency and set out plans to address these gaps. In doing so:

- 5.1 The STP for Lincolnshire should clearly define how the health and care system will achieve their vision for Lincolnshire, and the resources they will require to implement the vision
- 5.2 The vision will need to include how the health care system in Lincolnshire will obtain financial balance and how clinical services will be sustained in the long term
- 5.3 The STP will need to demonstrate a robust programme plan with a focus on how organisations will work in a collaborative and cohesive manner to implement the plan successfully

6. Developing the STP

- 6.1 The STP plan should also be consistent with NHS England’s vision, outcome ambitions, and should align with national strategy for example:
 - Public Health England Strategy
 - NHS 5-year forward view
 - Keogh and Willetts recommendations for urgent and emergency care
 - The recommendations from the Carter report relating to efficiencies
 - The Briggs report for improving outcomes for Orthopaedic patients
 - Review of maternity services completed by Baroness Cumberledge
- 6.2 The STP should learn from work already underway in the country to provide integrated services for example:
 - Devolution of services in the Greater Manchester area

7. Timescales

The timescale for completing the STP is extremely tight. The STPs will need to be submitted to NHS England on 29th June. It is anticipated that there will be a period of three months from point to refine the STP with NHS England

8. Summary key points

- 8.1 The first step for setting out the STP is to clearly identify and set out the overall ambition within the wider context of health and care for Lincolnshire
- 8.2 The plan needs to be clear about the actions required to deliver the ambition
- 8.3 The plan needs to provide detail about the resources needed to deliver the ambition
- 8.4 There must be agreement about the need for partnership working both to develop the STP and to then implement the STP
- 8.5 The timescale is extremely tight and we need to work quickly and efficiently to meet the deadline for submission on June 29th.

9. Progress on developing the Lincolnshire's STP

- 9.1 Governance arrangements have been established within Lincolnshire. In summary:
 - The NHS Lincolnshire Leaders Forum is acting as the programme board for the STP
 - An STP Project Board is established, drawn from representatives of each organisation to drive forward the development of the STP
 - An STP Financial Group is in place to co-ordinate the development of a Long Term Financial Model for Lincolnshire
 - The programme will be appointing an STP Programme Director
 - A project plan has been developed.
- 9.2 Five workstreams have been established, each led by a Lincolnshire Provider Chief Executive or CCG Chief Operating Officer. These are:
 - Clinical service redesign – this incorporates the finalisation of the LHAC review, subject to consultation. It also incorporates primary care strategy development.
 - Workforce redesign – this will consider plans to address current workforce gaps, new role design and developing more flexible workforce models.
 - Capacity optimisation – this will set out plans to improve the efficiency of the health system urgent care pathways; and to create additional capacity for ULHT to see and treat more elective patients. This will include a focus on reducing delays in the current systems.
 - Provider efficiency – this will set out longer term plans for improved efficiency across all providers, including primary care provision. This workstream will also draw from Lord Carter's review of efficiency opportunities including reducing spend on agency staff.

- Review of commissioning priorities – reviewing priority spend areas of commissioners.

9.3 Within ULHT work is progressing on a medium term plan which covers the same time period as the STP (to 2020/21). To ensure consistency between ULHT's medium term plan and Lincolnshire's STP the Trust:

- has adopted the four workstreams of clinical service redesign; workforce redesign; capacity optimisation and efficiency. In addition a fifth workstream relating to improving staff engagement has been agreed; and
- will, through collaboration with the STP workstreams, closely align the MTP with the STP.

10. Programme Management

Programme Management support for the development of the STP will be done through the LHAC (Lincolnshire Health and Care) Programme Management Office.

11. Recommendation

- 11.1 That the Trust Board note the requirement for an STP;
11.2 That the Trust Board note progress thus far.