

SUSTAINABILITY AND TRANSFORMATION PLAN UPDATE

To: HEALTH COMMITTEE

Meeting Date: 15 December, 2016

From: Jessica Bawden, Director of Corporate Affairs,
Cambridgeshire and Peterborough CCG

Electoral division(s): All

Forward Plan ref: Not applicable

Purpose: The Committee is asked to consider the latest Sustainability and Transformation Plan (STP), published by the Sustainability and Transformation Programme team on 21 November, 2016.

Recommendation: The Committee is asked to note and comment on the STP.

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1. BACKGROUND

- 1.1 This report highlights the publication of Cambridgeshire and Peterborough Sustainability and Transformation Plan on 21 November 2016, as an update to the Sustainability and Transformation Programme.

2. SUSTAINABILITY AND TRANSFORMATION PLAN

- 2.1 Cambridgeshire and Peterborough's latest five-year Sustainability and Transformation Plan (STP) to improve local health and wellbeing was published on 21 November 2016.
- 2.2 Led by local clinicians, the STP has been developed by all local NHS organisations and local government officers, and through discussion with our staff and patients. It aims to provide solutions to the county's challenges to deliver the best possible care to keep the population fit for the future and take joint responsibility for improving health and wellbeing.
- 2.3 The plan addresses the issues highlighted in our Evidence for Change (March 2016) and the main reasons why changes are needed in the local health and care system. It details how we propose we could improve services and become clinically and financially sustainable for the future.
- 2.4 Following on from the interim STP summary published in July where we forecasted that as a system we will have a £250m financial deficit by 2020/21, the STP outlines that this is in addition to £250m of savings and efficiency plans individual Trusts and the Clinical Commissioning Group (CCG) need to deliver over the same period. This makes a total system-wide financial challenge of £500m over the next four years. It also estimates the need to invest £43m to improve services over these four years, which increases the total system-wide financial challenge from £500m to £543m.
- 2.5 The scale of the changes required is significant and we all recognise the delivery will be challenging. However, all of the leaders across the system, have now signed a Memorandum of Understanding (MoU) as a demonstration of their commitment to work together, share budgets, deliver agreed clinical services and ensure that together we provide health and care services that are clinically and financially sustainable.

3. PRIORITIES AND AREAS OF FOCUS

- 3.1 Through discussion with our staff, patients, carers, and partners we have identified four priorities for change as part of the Fit for the Future programme, and developed a 10-point plan to deliver these priorities:

At home is best	1. People powered health and wellbeing 2. Neighbourhood care hubs
Safe and effective hospital care, when needed	3. Responsive urgent and expert emergency care 4. Systematic and standardised care 5. Continued world-famous research and services
We're only sustainable together	6. Partnership working
Supported delivery	7. A culture of learning as a system 8. Workforce: growing our own 9. Using our land and buildings better 10. Using technology to modernise health

3.2 Our priorities will be delivered through eight delivery groups, responsible to Chief Executive Officers from across the health and social care system. The groups cover clinical services, workforce and support services. The clinical delivery groups include public health and social care services. They are:

- Urgent and Emergency Care
- Elective (planned) Care
- Primary Care and Integrated Neighbourhoods
- Women and Children's services

These delivery groups are designed to encourage system-wide working and to allow for patient-led care to be at the forefront of everything we do.

4. ANTICIPATED OUTCOMES

- 4.1 If the Trusts and CCG meet their savings and efficiency plans, and all aspects of the STP are delivered, this will achieve the savings and efficiency target (of £500m) and produce a small NHS surplus of £1.3m (by 2020/21).
- 4.2 Due to the high levels of acute hospital activity, and resulting deteriorating financial position in our system, we are looking at ways to accelerate the pace of change and focus early investment on the areas that will have greatest impact on reducing hospital activity levels.
- 4.3 Our priorities are to increase the amount of care delivered closer to home and to keep people well in their communities.

5. SIGNIFICANT IMPLICATIONS

5.1 Engagement and Consultation Implications

There will be more opportunities for patients, carers, and local people to be involved with the specific improvements we would like to make, and we will provide opportunities for staff and local people to help shape proposals for service change and to be involved with any formal consultation process.

The proposals will be further developed over the next few months. If anyone wants to be part of the discussion please contact the team via email: contact@fitforfuture.org.uk

Source Documents	Location
<ul style="list-style-type: none">• Sustainability and Transformation Plan – October 2016• STP summary document – November 2016• Frequently Asked Questions – November 2016	These, plus other related documents, are all available at: www.fitforfuture.org.uk/wh-at-were-doing/publications/

APPENDIX 1

Cambridgeshire and Peterborough Sustainability and Transformation Plan Summary – please see accompanying document.