



# The Nottingham and Nottinghamshire Sustainability and Transformation Plan

NEWSLETTER ISSUE 2 AUGUST 2016

# CARING TOGETHER

## STP - MAKING PROGRESS

Welcome to our second newsletter providing updates and insights into the latest developments linked to the Nottingham and Nottinghamshire Sustainability and Transformation Plan (STP).

The plan sets out how we will transform health and social care over the next five years in the city and county. Following engagement with a large number of stakeholders, the first draft was submitted to NHS England on Thursday 30 June.

The plan was duly considered by national leads, alongside those of all the other 'footprint' areas in the country, and feedback has been provided on how our plans are shaping up. This was followed by a meeting in Leicester on Friday 22 July 2016 between senior leaders representing our STP and senior leaders from across NHS England and regulatory/improvement bodies. As well as NHS England chief executive Simon Stevens, the panel included representatives from NHS Improvement, Care Quality Commission, Health Education England and the Local Government Association.

At the July 22 meeting we were able to explain the rationale behind our plans and were given direction on how best to advance our proposals and where further work is still required.



Local councillors and members of Health and Wellbeing Boards in the city and county discuss the STP proposals



## THE STP FOR NOTTINGHAM AND NOTTINGHAMSHIRE

Every health and care system in the country is producing a five-year Sustainability and Transformation Plan (STP) showing how local services will work together to improve the quality of care, their population's health and wellbeing and NHS finances. STPs outline a new approach to ensure that health and care services are planned by the local needs of a place rather than around individual organisations.

The plans are designed to accelerate the implementation of the NHS Five Year Forward View and will help drive a genuine and sustainable

transformation in health and care outcomes between 2016 and 2021.

A total of 44 areas or 'footprints' have come together to produce local plans. Our planning footprint locally covers Nottingham and Nottinghamshire (with Bassetlaw as an associate area). We are working in a strategically sound yet locally sensitive way recognising the good work that is already underway across the STP footprint, such as the 'Better Together' programme in Mid Nottinghamshire, the 'We Care' health and care partnership work in Greater Nottingham/South

Nottinghamshire, our five vanguards (multi-specialty care provider, primary and acute care system, care homes, urgent and emergency care network, and radiology consortium), and the two integrated care pioneer programmes. The STP footprint for Nottingham and Nottinghamshire covers six CCG areas, eight local authorities and a population of slightly more than one million people. Our first STP draft was submitted to NHS England on 30 June 2016 and will continue to be refined and improved in the coming months.

## FEEDBACK ON OUR PROPOSALS

**Health and social care organisations from across Nottingham and Nottinghamshire came together and put in a huge amount of effort to produce an ambitious and achievable plan in time for the June 30 deadline.**

The initial feedback from NHS England recognised the amount of work that had gone into advancing our plans in such a short space of time. We agreed that there is still a lot to do to firm up our plans in more detail including some action around timescales and cost.

We will need to keep a close eye on certain performance issues such as waiting times for accident and emergency in Nottingham and we have been asked to 'stress test' how we see the plan being implemented over the next five years in terms of how those plans will affect finances. As a health and social care community we were encouraged to hear that our vanguards were held up for good practice and it is seen that we have the leadership in place ready to deliver.

All those involved in the development of the STP can reflect on the fact that we have only come together as a Nottingham and Nottinghamshire wide system relatively recently and that to have been able to present a single plan for our footprint area was a considerable achievement.

We recognise that achieving the necessary detail at this stage was always going to be a stretch, and we will need to work closely and intensively together over the summer months to do this. Among the steps forward already made, our STP has to date:

- 'Sized the gaps' – establishing the areas that need addressing to close the health and wellbeing, care and quality, and finance and efficiency gaps, in line with the NHS Five Year Forward View
- Identified many innovative approaches to closing the gaps
- Identified a central goal of improving health life expectancy for our population
- Identified some interesting solutions to our challenges using the latest technology, apps and IT
- Agreed sufficient initiatives to cover the NHS financial and efficiency gap
- Identified a number of high impact changes

## LEADERS ADVANCING OUR STP

- Identified a series of enabling/ supporting workstreams and identified leaders to head up those workstreams
- Made the connections between the existing areas of change and the STP requirements, bringing together transformational change programmes in one plan, including the vanguards and proposed merger between the acute hospital providers in Nottingham and Nottinghamshire.

We know from our own work to date and from the feedback of our national colleagues that we have a lot more to do. Producing the STP is a significant undertaking and we have to get the plans right and our partners perfectly aligned in what we want to jointly achieve. Some of our next steps include the need to:

- Advance the various proposals that make up the overall STP to the same degree of detail, finalising the cases for change and implementation plans, and ensuring we have the resources we need to successfully deliver
- Further work up our plans on prevention, helping people look after themselves wherever possible, improving their health and wellbeing and reducing their need for services
- Produce more detailed plans to address the quality gap in local services
- Fully cost the workforce plan
- Better assess the benefits for services and finances from the proposed merger of Nottingham University Hospitals and Sherwood Forest Hospitals
- Ensure that we have the commitment, backed up by the necessary resources, to make this happen
- Review our governance structure.



**David Pearson, STP lead for Nottingham and Nottinghamshire, and corporate director of adult social care, health and public protection and deputy chief executive at Nottinghamshire County Council, said:**

*"I would like to take this opportunity to thank everyone for the significant effort and commitment from many to create the overall plan and supporting plans we have in such a short space of time. We have come a long way and there is much that we can be proud of in having already achieved. We have produced some good ideas and have a good plan, particularly when you consider how quite a few communities elsewhere in the country have been working in this way for longer and would therefore have plans that would already be well progressed.*

*"We have strong support from the key organisations and wider stakeholders including politicians from both the city and county for the high impact changes and the enabling workstreams we have identified in the plan. We have taken account of our strengths in the five vanguards in Nottingham and Nottinghamshire and the two integration pioneers, and used principles and evidence from Right Care, the Carter Review and other modeling in our assessment of organisational efficiencies and developing new models of care. We must now forge ahead, develop the detail of our proposals on a system-wide basis, continue to engage as much as possible, and will look to re-submit in October."*



**Our STP has set out four key areas where it aims to achieve high impact changes within Nottingham and Nottinghamshire.**

In support of this there are also ten enabling and supporting themes which will need to be addressed in order to make change happen. An executive lead sponsor within the health and social care community has been appointed to lead the following areas:

Prevention and promoting independence - **Amanda Sullivan**

Primary and community care - **Dawn Smith**

Urgent and emergency care

Technology enabled care, practice and prevention - **Vicky Bailey**

Clear, consistent and evidence-based care pathways - **Sam Walters**

Workforce and organisational development - **Lyn Bacon**

Communications and engagement

Self-care and carers support

Improved outcomes for individuals with mental health needs or learning disabilities - **Julie Hankin**

Housing and environment - **Bev Smith**

Finance and efficiency - **Louise Bainbridge**

Estates - **Ruth Hawkins**

Innovation - **Ian Curryer**

Service reconfiguration - **Peter Homa**

## ORGANISATIONS

The following organisations are involved in the development and ongoing implementation of the STP:

- NHS Mansfield and Ashfield CCG
- NHS Newark and Sherwood CCG
- NHS Nottingham City CCG
- NHS Nottingham North and East CCG
- NHS Nottingham West CCG
- NHS Rushcliffe CCG
- Nottingham University Hospitals NHS Trust
- Sherwood Forest Hospitals NHS Foundation Trust
- Nottinghamshire Healthcare NHS Foundation Trust
- Nottingham CityCare Partnership CIC
- East Midlands Ambulance NHS Trust
- NHS England (specialised commissioning)
- Circle Nottingham Limited
- Nottingham Emergency Medical Services
- Central Nottinghamshire Clinical Services
- Primary care providers
- Local Medical Committee
- Community and voluntary sector partners
- Healthwatch Nottingham
- Healthwatch Nottinghamshire
- Nottingham City Council
- Nottinghamshire County Council
- Ashfield District Council
- Broxtowe Borough Council
- Gedling Borough Council
- Mansfield District Council
- Newark and Sherwood District Council
- Rushcliffe Borough Council
- Bassetlaw District Council (associates)
- NHS Bassetlaw CCG (associates)
- Doncaster and Bassetlaw Hospitals NHS Foundation Trust (associates)



## THANK YOU LUCY AND WELCOME DIANNE

**It's all change within the STP programme office this month with Lucy Dadge moving on to new challenges and Dianne Prescott joining the team as interim programme director.**

Lucy was seconded from her role as a strategic director at Mansfield and Ashfield CCG. We would like to thank Lucy and wish her all the very best in her new permanent role as Director of Strategic Partnerships at Northamptonshire Healthcare NHS Foundation Trust.

Also, a warm welcome to Dianne Prescott who joins us as interim programme director. Previously a

Director of Strategy and Partnership at Derby Hospitals NHS Foundation Trust, Dianne has recently worked with Sheffield CCG and Hertfordshire Partnership NHS Foundation Trust delivering strategic and operational sustainability programmes and has extensive experience in the implementation of integrated care. We very much look forward to working with Dianne over the coming months.

### Views about the STP

Click here to see the video



## CONTACT THE STP LEAD

Please email David Pearson on [david.pearson@nottscg.gov.uk](mailto:david.pearson@nottscg.gov.uk) and phone 0115 977 3919.