

Update on the Nottingham and Nottinghamshire STP Nottingham City Health and Wellbeing Board March 2017

1 Feedback on the STP

From November 2016 to February 2017 we have been talking to local citizens more specifically about the draft Plan, listening to views and collecting feedback. We have done this by:

- publishing our summary Plan, the full Plan and appendices on our website
- holding 4 public events at a range of venues and times across the City and County which have been hosted by Healthwatch (395 attendees).
- inviting written comments by letter or e-mail (69 responses)

We have also shared the draft Plan at a range of other local events, such as a Nottingham University Hospital Members event and a Nottinghamshire carers event. On 15 February we ran an additional STP event specifically for the voluntary and community sector in partnership with Nottingham CVS, Nottinghamshire Together and TEAM with 62 colleagues attending from the sector.

During the STP events we asked:

- What do you think about the plan?
- What else could we be doing?
- Please share any other comments or feedback

The feedback is summarised as follows:

1. General endorsement for the overall direction of the plan
2. Challenges on content of the plan around:
 - Prevention and self-care
 - Community services – and moving care out of hospital
 - Mental health
 - Primary care
 - IT
 - Workforce
 - Voluntary sector
 - Communications and engagement
3. Identified 'gaps': mental health and dementia, children and young people, impact on specific groups, carers, schools, safeguarding, transport
4. Challenges to the plan as a whole, e.g.
 - Agree with the 'what' but need more detail on the 'how'
 - Rationale and timing of closing 200 beds before sufficient investment in community services
 - Assumptions unrealistic/ over optimistic
 - Increase GP workload when we have problems finding enough GPs
 - How will we address the culture gap
 - Risks around delivery, maintaining quality of care and safeguarding
 - Need a single budget for health and social care
 - Concerns around privatisation

The feedback and draft response has been sent to the STP Leadership Board, workstream leads/ comms and engagement leads with a plan for publication in May 2017.

2 NHS England's Five Year Forward View update

David Pearson attended a 24 hour event with Simon Stevens, Jim Mackey and other national and regional leaders from NHS England, NHS Improvement, Care Quality Commission, Local Government Association and other arms-length bodies. From this event we learnt that NHS England intend to produce a Five Year Forward View Delivery Plan by the end of March which will clarify the next steps for STPs.

3 STP Governance

The STP Governance structure was agreed on 31st January with presentation to Joint Health Scrutiny Committee 14th March. The paper is available to download here:

<http://www.nottinghamshire.gov.uk/dms/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/3876/Committee/499/Default.aspx>

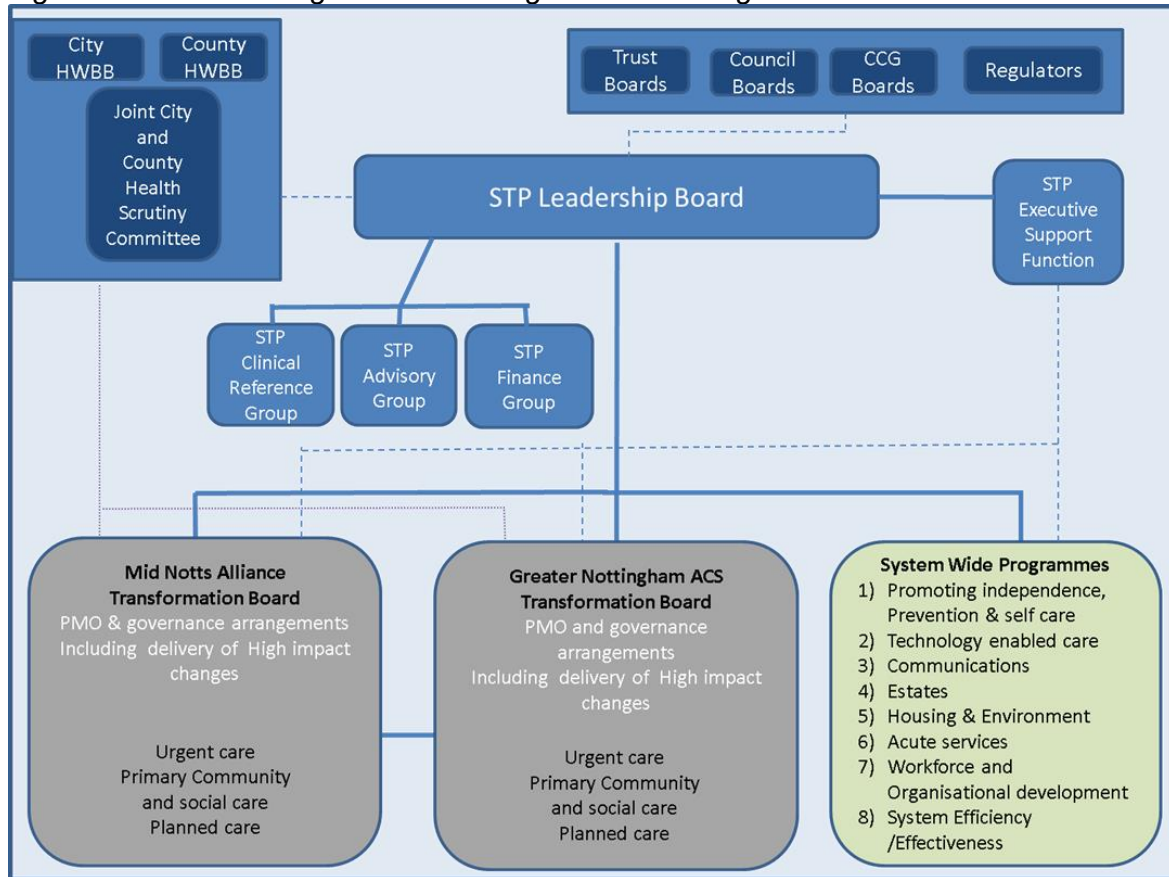
In summary, through the STP governance arrangements we want to:

- *Establish a mutually accountable system with independent challenge* - At the STP level, organisational leaders need to ensure they are mutually accountable to each other as well as being mutually supportive. They need to learn, share and provide independent challenge to each other. Leaders need to be the interface between the STP Leadership Board and their own organisations and governing boards. This will require strong systems leadership – these key individuals have responsibility for managing the public purse across the area, for meeting key national targets, and for ensuring their own organisational strategies and plans align to the STP objectives of improving people's health and wellbeing, care and quality of services, and finance and efficiency.
- *Be clear on where risk is owned and managed* - Individual organisations and the two 'transformation boards' (areas of health and care planning covering Mid Nottinghamshire and Greater Nottingham including the city) will continue to manage their own individual risks. Some of these risks may be managed at the STP level if that is in the best interests of the overall system. The STP Leadership Board will keep track of risks, key metrics and milestones.
- *Transform care through leaders working together* - The STP seeks to ensure that the location of where a citizen lives should not dictate the quality of service received or the impact on that citizen's health and wellbeing. We have to act as one system for our population, providing evidence-based services and ensuring consistent outcomes. Leaders have to work together within this one system for the greater good. Our governance will underpin this approach.

The STP governance structure is set out in figure one overleaf.

The Leadership Board agreed at its meeting 24th February that it would take on the functions of Local Workforce Action Board (LWAB) for four meetings a year and a refresh of the governance arrangements is scheduled for May following the refresh of the Five Year Forward View.

Figure 1: Overall Nottingham and Nottinghamshire STP governance structure



4 STP readiness assessment review

PA Consulting has been appointed to provide support in three key areas:

1. Advising on the readiness of STP implementation plans, to provide an objective assessment of the maturity of plans, and recommendations to address key challenges
2. Reviewing the capacity required across the programmes and partner organisations to deliver the different component parts of the transformation, specifically the management, executive and specialist resource, and highlighting any gaps
3. Identifying the critical decisions that will need to be taken by system leaders and partner organisations, and mapping out a clear pathway for critical decisions at a programme, organisational and system level.

PA's proposed approach is based on working alongside the STP team and local leaders to get a clear picture of the status of the plans and a common understanding of the challenges and opportunities in delivering your ambition.

Progress

The PA team have reviewed relevant documentation, attended several STP related governance meetings and have undertaken a programme of interviews with leaders across the system.

The team are in the process of developing their report and will present their provisional feedback to the STP Leadership Board on 24th March.

The work is focussed on supporting the development of readiness and capacity of the system to deliver the STP and will help to identify the key decisions that will be required over the next 12 months and beyond.

5 STP news

During February we have received two requests from NHS England to share our good practice with other STP footprints. NHS England have requested that our STP comms and engagement strategy be shared as an example of good practice, along with a case study on our approach to prevention and housing and environment which is now on the NHS England website as an exemplar.