

Buckinghamshire, Oxfordshire & Berkshire West Sustainability & Transformation Plan (BOB STP) Update

**Reading Borough Council
Health & Wellbeing Board**

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Presentation content

- Background recap
- STP footprint & approach
- STP finances
- STP priorities
- Programme management
- Update & next steps on planning & STP

Background

- 44 STP footprints across England
- **STPs vary in size and complexity** – from 0.3m population, 1 CCG in West, North & East Cumbria (success regime) to 2.8m population, 12 CCGs in Greater Manchester (*DevoManc*)
- Buckinghamshire, Oxfordshire, Berkshire West STP is **one of the largest ‘non metropolitan’ footprints in England:**
 - 1.8m population
 - £2.5bn place based allocation
 - 7 Clinical Commissioning Groups,
 - 6 Foundation Trust & NHS Trust providers
 - 14 Local authorities

THE NHS IN BUCKINGHAMSHIRE, OXFORDSHIRE AND BERKSHIRE WEST



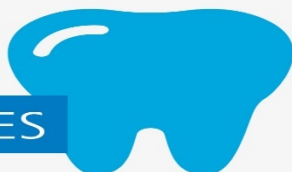
£2.5 BILLION
BUDGET



175
GP SURGERIES

182

DENTAL PRACTICES



MAJOR HOSPITAL TRUSTS

Buckinghamshire Healthcare NHS Trust, Oxford University Hospitals NHS Foundation Trust and Royal Berkshire NHS Foundation Trust, providing acute medicine, surgery, maternity and paediatric services for local people, as well as more specialist services for a larger geographic area, including areas outside of BOB



37,000 STAFF



from district nurses to surgeons, porters to managers, pharmacists to physiotherapists

18,000 PATIENTS
SEEN DAILY BY GPs



400 PATIENTS A DAY

have emergency admissions to hospital



1,200
VISITS TO A&E A DAY

MENTAL HEALTH SERVICES



Provided by Oxford Health NHS Foundation Trust and Berkshire Healthcare NHS Foundation Trust

COMMUNITY HEALTH SERVICES

Provided by Buckinghamshire Healthcare NHS Trust, Oxford Health NHS Foundation Trust and Berkshire Healthcare NHS Foundation Trust



LEARNING DISABILITY SERVICES

Provided by Southern Health NHS Foundation Trust, Berkshire Healthcare NHS Foundation Trust and Hertfordshire Partnership NHS Foundation Trust



AMBULANCE SERVICES



Provided by South Central Ambulance NHS Foundation Trust

BOB STP finances

- Resources allocated to BOB CCG commissioners for purchasing health services were **£2.55bn in 2016/17** and will increase to **£2.87bn by 2020/21**, an **increase of 12%**
- This increase is to pay for population growth, inflation and technological advances, together with funding for new national initiatives, such as implementing 7 day working across the NHS, implementing the GP and Mental Health *Five Year Forward View* objectives
- Expenditure is growing at a faster rate than the increase in funding and there is a **growing financial gap under the 'do nothing scenario' by 2020/21 of almost £500m**
- Local authority partners' care budgets are under relentless pressure as a result of allocation reductions, demography, need and deprivation
- Some funding for new national initiatives has been retained centrally which BOB has to compete for - transformation bids (revenue and capital)

BOB STP - transformation bids summary outcome at 13th June 2017



✓ bid submitted outcome awaited ✗ bid not submitted ✓bid successful ✗ bid unsuccessful

Programme	Initiatives	Bucks	Oxon	Berks West
<u>Mental health</u>	Improving access to psychological therapies (Integrated IAPT)	✗	✗	✗
	Urgent & Emergency Mental Health Liaison Services for Adults and Older Adults	✓	✗	✗
<u>Cancer (TV Alliance)</u>	Early diagnosis for people with cancer	✓	✓	✓
	Health Information Exchange (HEI)	✓	✓	✓
	Cancer recovery package	✓	✓	✓
	Cancer stratified follow up pathways	✓	✓	✓
<u>Diabetes</u>	Improving uptake of structured education for people with diabetes	✓	✓	✓
	Improving the achievement of the NICE recommended treatment targets	✓	✓	✓
	New or expanded multi-disciplinary footcare teams (MDFTs)	✗	✓	✗
	New or expanded diabetes inpatient specialist nursing services (DISNs)	✗	✗	✓
<u>Learning Disabilities</u>	Reducing reliance on specialist inpatient care for people with learning disabilities	✗	✗	✓
	Reduction in children with learning disabilities placed away from their home and local community	✗	✗	✓

BOB STP approach

- Developing STP plans in local systems where it makes sense with key partners
- **BOB-wide focus:**
- Shift the focus of care from treatment to prevention
- Access to the highest quality primary, community and urgent care
- Collaboration of the three acute trusts to deliver quality and efficiency
- Maximise value and patient outcomes from specialised commissioning
- Mental health development to improve the overall value of care provided
- Establish a flexible and collaborative approach to workforce
- Digital interoperability to improve information flow and efficiency

BOB STP programme management

- **STP Executive Board** (Chief Executive health & care system leaders)
- **STP Operational Group** (lead Directors/Senior Responsible Officers):
 - oversees and aligns delivery of the three health & care system plans and BOB-wide programmes
 - aligns resources, reduces duplication and gives clear programme leadership and programme management
- **Stakeholder Engagement Forum** (local authorities, Healthwatch, NHS, Oxford AHSN, Third sector partners)

Individual organisations remain accountable but approach supports planning and state of readiness to position the footprint for transformation resources

BOB STP programme management

Stakeholder Engagement Forum
 County, Unitary & District
 Councils
Health & Wellbeing Board Chairs
 Healthwatch
 NHSE/NHS/PHE/HEE
 Oxford AHSN
 Third sector partners

- Enables wider partner engagement & involvement, opinion forming & briefing in the development and delivery of the STP

STP Executive Board

- Sets the vision, strategy and pace of STP development
- Oversees the delivery of the STP
- Tackles blockages to effective collaborative working

STP Operational Group

- Manages the BOB-wide workstreams
- Ensures coherence across BOB-wide workstreams & local health & care system plans
- Assure overall STP programme delivery

BOB Commissioning Executive

- Provides collective leadership for a number of services commissioned by CCGs where there is a benefit to be derived from collaboration across the CCGs

Provider network (wider BOB)

Finance Control Group

- Triangulates the financial planning assumptions, both revenue & capital, underpinning the BOB STP
- Supports workstreams with demand, activity & capacity analysis
- Works with Chief Financial Officer/Director of Finance colleagues on strategic financial issues e.g. control totals & risk management

Communications & Engagement

- Supports the STP in providing consistent and effective communications to all stakeholders
- Supports the engagement and patient & public involvement process and any formal consultations if required

BOB-wide programmes

- Prevention – BOB ‘campaigns’
- Urgent & emergency care (links to Urgent & Emergency Care Network)
- Acute Care
- Specialised services
- Mental Health
- Primary Care

Place-based programmes

- Prevention – local programmes
- Integrated care including primary care, mental health & learning disability, children & families

Workforce (under the auspices of Local Workforce Advisory Board)

- Delivers the support workforce, value improvement & systems leadership projects
- Identifies new strategic opportunities for collaborative working to redesign the workforce to deliver new care models

Local Digital Roadmap (under the auspices of Chief Information Officers’ Group)

- Identifies digital investment to support the STP
- Supports workstreams with assumptions around future information systems/interoperability to support integrated working

BOB STP communications & engagement

- Engagement within each local system on transformation plans e.g. Oxfordshire public consultation, Buckinghamshire pilot of community hubs, integrating care in Berkshire West
- Collaboration and joint working through BOB STP Communications and Engagement Group – Healthwatch representatives from all three systems are members of this group
- Stakeholder Engagement Forum enables wider partner engagement, involvement and briefing in the development and delivery of the STP
- BOB STP website to be launched Summer 2017 – Healthwatch representatives are part of the Task and Finish Group
- Opportunities for patient and public engagement identified in programme and workstream plans

Update and next steps

- March 2017 NHS England & NHS Improvement published national *Five Year Forward View* delivery plan
- First quarter 2017 STP delivery plan in development – incorporating 2017/18 & 2018/19 CCGs' & Trusts' 2 year operational plans
- Formal consultations on significant variation in the range and location of services commences/continues e.g. Oxfordshire transformation programme
- April 2017 onwards implementation of NHS *Five Year Forward View* continues – what is in essence year 2 of STPs
- June 2017 executive search process underway to appoint STP Lead via competitive recruitment process with formal appointment anticipated late Summer
- 15th June 2017 - both Buckinghamshire and Berkshire West confirmed by NHS England as first wave Accountable Care Systems