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- Try to limit the report to a maximum of 5 pages.
- Number paragraphs.
- Prepare the report in Arial 12 font – and justified alignment.



City of Westminster

Westminster Health
& Wellbeing Board

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Classification: **General Release**

Title: North West London Sustainability and Transformation
Commissioning Intentions

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Wards Involved: All

Policy Context: The Health & Social Care Act 2012 contains provision for commissioning intentions to be shared with Health and Wellbeing Boards. Commissioning intentions in 2016 have been produced in the form of the STP, which has been discussed at the Board throughout its development. The latest draft STP was submitted to NHSE in October 2016. This paper updates on progress and implementation planning.

Financial Summary: The STP guides the targeting of all funding across health and care across the NW London sub-region. It's acceptance by NHSE unlocks £148m sustainability and transformation funding

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1. Executive Summary

1.1 In December 2015, NHS England published guidance outlining a new approach to ensuring that health and care is built around population needs. In England, health and care systems were asked to produce Sustainability & Transformation Plans

(STPs), showing how they will evolve and become sustainable over the next five years to deliver the Five Year Forward View's triple aims of:

- Improving people's health and wellbeing;
- Improving the quality of care that people receive;
- Addressing the financial gap

1.2 Local health and care systems came together in January 2016 to form 44 STP 'footprints'. Eight CCGs, Local Authorities, providers, and partner organisations in North West London formed a single footprint to deliver a plan which would promote the delivery of the triple aim set out in the Five Year Forward View.

This set of commissioning intentions for health and care across the sub-region has been discussed at each meeting of the Health and Wellbeing Board in Westminster since the plan's inception. The latest submission was sent to NHS England on 21 October 2016 and is now undergoing an assurance process. This will build on the feedback received on the earlier draft submission in June 2016. The plan sets out five delivery areas (DA):

- DA1) Radically upgrading prevention and wellbeing;
- DA2) Eliminating unwarranted variation and improving long term condition management;
- DA3) Achieving better outcomes and experiences for older people;
- DA4) Improving outcomes for children & adults with mental health needs;
- DA5) Ensuring we have safe, high quality and sustainable acute services.

1.3 The STP supports the vision in Westminster that all people are enabled to be well, stay well and live well, supported by a collaborative and cohesive health and care system. The cross-sector plan, together with the funding attached to it, provides an opportunity to transform the wellbeing of people who live, work and visit Westminster.

1.4 The STP priorities mirror closely the priorities set out in the Westminster Health and Wellbeing Strategy for 2016-2021, which has been the subject of engagement and consultation and which has been approved by the Central London CCG Governing Body for ratification by the City Council's Cabinet. It has been endorsed by West London's Operational Group in November 2016. The priorities set out in the Health and Wellbeing Strategy are:

- Priority 1: Improving and supporting children and young people (conception – 18 years)
- Priority 2: Reducing the risk factors for and improving the management of long term conditions such as dementia, diabetes and cardio-vascular diseases
- Priority 3: Improving mental health through prevention and self-management
- Priority 4: Creating and leading a sustainable and effective local health and care system for Westminster

1.5 The normal contracting process won't get us where we need to be in future commissioning years. Therefore, we have agreed to one approach across the system, with our commissioning intentions being those delivery areas set out in the STP.

1.6 CCGs continue to believe that high quality, integrated services can be delivered by Accountable Care Partnerships (or ACPs), commissioned to provide clear outcomes for segments of the population, with accountability for the financial benefits and risks associated with achieving those outcomes, being shared via a capitated budgets. In the near future, the Central London, Hammersmith & Fulham, Hounslow, West London and Ealing (CWHHE) CCGs will publish a draft ACP definition framework, which will outline initial proposals for the main elements of the ACP model. The intention is to ultimately create a capitated budget to cover the whole of the CCG's population, with gain/loss share arrangements; and outcomes-based, pay-for-performance elements for specific population segments.

2. Key Matters for the Board

2.1 The Health and Wellbeing Board is invited to comment further on the STP and Commissioning Intentions.

3. Background

3.1 In NW London we collaborate with people, service users and patients at all stages of the commissioning cycle and co-production with our members and patients are fundamental to our culture. We have built our approach on three guiding principles:

- Engagement means listening – while there is plenty we want to tell people about what we are doing, a truly successful STP means listening to what our patients and residents tell us, acting upon it, and then feeding back so they know what we have done
- Engagement means transparency – NW London was the first of the 44 footprint areas to publish the draft STP and we will continue to be as open and transparent as we can be
- Engagement is continuous – the STP is a five year plan and as it evolves and develops we will continue to engage with all our residents and patients

3.2 We have developed our strategy across providers, local government and CCGs in North West London. We have also worked closely with Healthwatch and patients and the public to develop our strategy, and throughout the summer and autumn have regularly met with patient & public groups across the eight boroughs to help shape our thinking. A core narrative covering our health and social care challenges and opportunities, and the STP's purpose, development, goals, strategic approach and priorities has also been developed to support this work.

- 3.3 During this period, the STP was discussed at both Central London and West London CCGs Governing Body meeting and at Central London CCGs Annual General Meeting. This was also repeated at West London CCGs Annual General Meeting in September 2016. It has also been discussed widely at Central London CCG's User Panel and West London CCG's Patient Reference Group.
- 3.4 To support the delivery of the STP and the development of ACPs, North West London CCGs have outlined the following key principles for contracts in 2017/18. These have been contained in the memorandum of understanding which was agreed with providers in order to guide the approach. The principles include:
- We will prioritise delivery of care that puts the person at the centre and empowers individuals, carers and families. The voice of the service user will be heard throughout the commissioning process.
 - We will aim to deliver the best possible outcome for patients plus overall system outcome, with outcomes for individual organisations secondary to those of patients and the system.
 - Contracting will be undertaken in a fully open book manner between providers and commissioners.
 - Contracts will also support financial stability through the transformation, minimising and actively managing risk together and driving maximum value from the overall budget.
 - We aspire to a collaborative, flexible and transformational approach amongst providers and between commissioners and providers.
 - We commit to maintain constructive on-going relationships, provide clear leadership; promote effective organisational engagement at all levels and embrace opportunities for smarter overall system working.
 - We will move towards an outcomes-based commissioning approach, prioritising certain key challenges and sharing risk across the system.
 - We will develop system-wide understanding of pathways, activity and clinical outcomes for patients before considering cost implications. We will ensure robust on-going triangulation between outcomes, activity and finance.
 - We will translate system-wide transformation initiatives (principally the STP) into contractual and commissioning outcomes.
 - We will empower and encourage clinicians and staff throughout organisations to innovate.
 - We will work to ensure that the costs of delivering services are minimised whilst delivering the required outcomes and will commit to implementing new pathways that are more cost effective, moving services and money between organisations as required supporting the change.
 - We will review existing contracts and amend them when required to ensure they are appropriately aligned across pathways and between organisations to achieve planned outcomes.

4. Legal Implications

4.1 The Health and Social Care Act 2012 provides the basis for consulting with Health and Wellbeing Boards on locally produced commissioning intentions. In 2016, the commissioning intentions for health and care across the NW London sub-region have been captured in the STP, which has been the subject of on-going discussion at the Board this year.

5 Financial Implications

5.1 None arising directly from this report.

If you have any queries about this Report or wish to inspect any of the Background Papers please contact:

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BACKGROUND PAPERS:

- A. NWL STP Report December 2016
- B. NHS England, Health and high quality care for all, now and for future generations: <https://www.england.nhs.uk/ourwork/futurenhs/deliver-forward-view/stp/>
- C. NHS England, Five Year Forward View: <https://www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf>