

Hot Topic: Sustainability and Transformation Plans (STPs)

Background

In October 2014 NHS England published the '[NHS Five Year Forward View](#)' which set out a 'vision for the future based around seven new models of care'. The document emphasised three areas for action; widening gaps in the health of the population, quality of care and the funding of services.

In December 2015 leaders of national health and care bodies in England announced they had outlined steps that would help organisations plan for the coming 6 years. Organisations needed to plan to deliver a sustainable and transformed health service, improve quality of care, wellbeing and NHS finances.

The Planning Guidance was called '[Delivering the Forward View](#)'- it 'outlined a new approach to help ensure that health and care services are built around the needs of local populations'; this was backed by £560 billion of NHS funding to support its delivery in hospitals and enable new investment. All NHS organisations would be asked to produce two separate but interconnected plans:

- 1) A local health and care system 'Sustainability and Transformation Plan', which will cover the period October 2016 to March 2021; and
- 2) A plan by organisation for 2016/17. This will need to reflect the emerging Sustainability and Transformation Plan.



FIVE YEAR
FORWARD VIEW

For the first time every health and care system would be required to work together in their geographical communities and produce a Sustainability and Transformation Plan (STP) – a strategic plan covering the period October 2016 to March 2021 ‘showing how local services will evolve and become sustainable over the next five years’.

Information from [‘The NHS Five Year Forward View’](#), [‘NHS leaders set out new long-term approach for sustainability and transformation’](#) and [‘NHS Shared Planning Guidance’](#).

STP Priorities: the 10 questions

The priorities of the STPs revolve around ten key questions - the plans must provide sufficient answers to these questions to help realise the vision outlined in the Planning Guidance:

How are you going to prevent ill health and moderate demand for healthcare?

How are you engaging patients, communities and NHS staff?

How will you support, invest in and improve general practice?

How will you implement new care models that address local challenges?

How will you achieve and maintain performance against core standards?

How will you achieve our 2020 ambitions on key clinical priorities?

How will you improve quality and safety?

How will you deploy technology to accelerate change?

How will you develop the workforce you need to deliver?

How will you achieve and maintain financial balance?

What are ‘footprints’?

In January 2016 local health and care systems came together to form **44 STP ‘footprints’** across the country; the organisations within these footprints are working together to create a Sustainability Transformation Plan for their geography.

Footprints are ‘locally defined’ and ‘based on natural communities’ with ‘existing working relations [and] patient flows’ - they are not statutory but collaborative boundaries and will not cover every planning eventuality, ‘as with current arrangements for planning and delivery, there are layers of plans which sit above and below STPs’.



Map of STP footprints

Who are the leaders of the 44 footprints?

To form their footprints local areas will have taken into account the following factors:

- Geography (including patient flow, travels links and how people use services);
- Scale (the ability to generate solutions which will deliver sustainable, transformed health and care which is clinically and financially sound);
- Fit with footprints of existing change programmes and relationships;
- The financial sustainability of organisations in an area and;
- Leadership capacity and capability to support change

Information from [‘Sustainability and Transformation Plan footprints’](#) – this document includes more detail on each footprint and more maps with indexes. See also [‘Health and care bodies reveal the map that will transform healthcare in England’](#)

A leader has been agreed for each footprint, most STPs will be led by people already working in their local health and care economies; their role is to ‘convene the STP process and oversee the development of local plans’. They will command both local and national support and with the collective effort of colleagues ‘will help transform health and care over the next few years’.

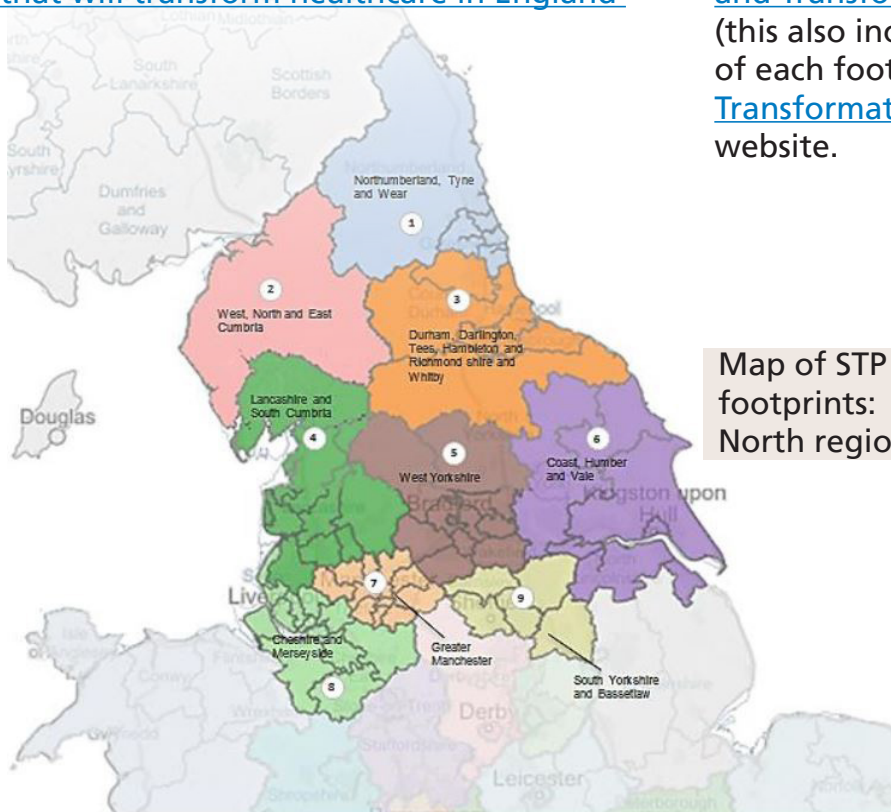
The leaders include:

Dr Amanda Doyle OBE (Chief Clinical Officer, Blackpool CCG) – Lancashire and South Cumbria

Sir Howard Bernstein (Chief Executive Manchester City Council) – Greater Manchester

Louise Shepherd (Chief Executive Alder Hey Children’s NHS Foundation Trust) – Cheshire and Merseyside

Information taken from [‘Sustainability and Transformation Leaders confirmed’](#) (this also includes a full list of the leaders of each footprint) and [‘Sustainability and Transformation Plans’](#) on NHS England’s website.



Map of STP footprints: North region

Timeline for STPs

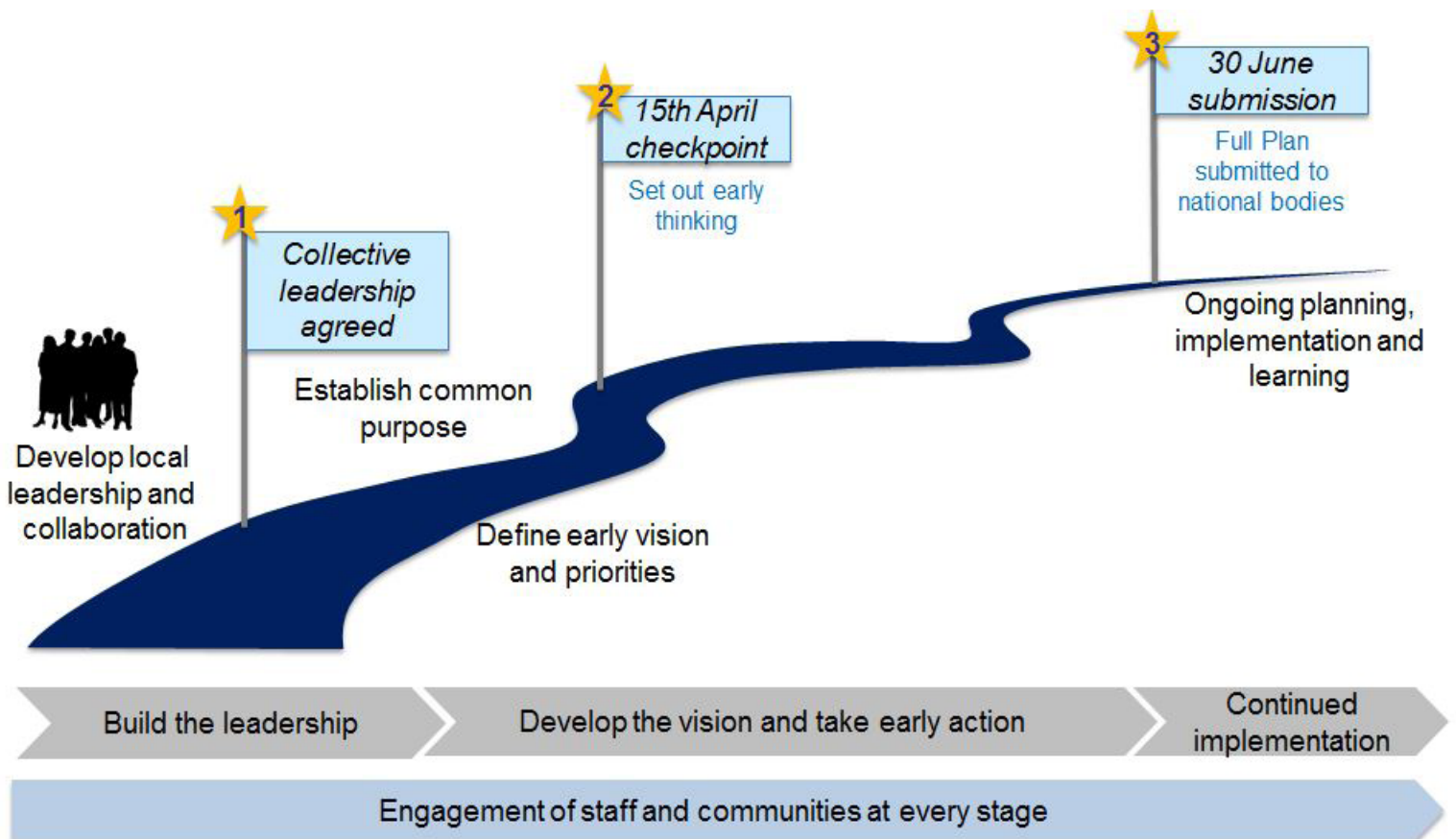
A series of checkpoints were agreed so footprints could work on, and discuss, the plans. In April 2016 footprints were encouraged to set out their early thinking.

The submission deadline for initial plans was **30th June 2016** 'with a view to implementation starting in Autumn 2016' (there are some exceptions to this deadline including the Greater Manchester footprint because of Devolution Manchester processes).

What next?

The STPs will be successful if they can engage patients, staff and communities from the start in order to 'develop services that reflect the needs of patients and improve outcomes by 2020/21' requiring 'changes not just in process, but in culture and behaviour'.

Information taken from '[Sustainability and Transformation Plans](#)' on NHS England's website and '[Frequently Asked Questions – STPs](#)'.



Overview of the STP process

Produced July 2016 by HEE working across the North West Knowledge Management