

Summary of Progress with STP priorities and enabling workstreams January 2017

Progress with STP Priorities

- **Prevention & early intervention**
 - 10 priority areas identified and prioritised – Implementation plans in development
 - Working group linking prevention agenda to every STP work stream and the new care model work in particular to stimulate greater personal responsibility and self-care capability

- **Integrated local care**
 - Your Future Care consultation in relation to inpatient beds, is in the context of the next phase of implementation of new care model
 - Wider application of the care model so far designed into the Western locality
 - Planning next phase of care model high level design commenced

- **Primary care**
 - Developing a strategy for general practice including delivery of the GP Forward View
 - Developing stronger links with primary care in NEW Devon to support its development towards our strategic ambitions
 - Supporting a focussed work programme to mitigate the impact of decreasing general practice resilience in the western locality

- **Mental health**
 - Developing a robust evidenced based case for change specifically for mental health – involves a process of in-depth analysis of services and activity linked to spend and outcomes.
 - This will inform development of a more comprehensive mental health strategy later in the year.

- **Children & Young People**
 - Re-procurement requirement in the next 12 months for a number of children's services including public health nursing, CAMHs and short breaks
 - Development of a clear and robust children's strategy also within the next few months that will address the impact of health inequalities and service fragmentation and inform a more substantive longer term set of service provision arrangements

- **Acute and specialist hospital services**
 - A review of specific acute services across the STP area in response to issues of quality, maintenance of some national clinical standards and smaller vulnerable specialties was launched in November 2016 details of the review process are available at <http://www.newdevonccg.nhs.uk/sustainability-and-transformation-plan-stp/102099>
- **Productivity**
 - Initial focus on reducing temporary (particularly agency) staff costs
 - Improving the effectiveness of procurement across STP partner organisations
 - Strengthening management processes for assessment, allocation and review of continuing health care funding
 - Commenced scoping of a major review of partner organisations “back office” functions to improve productivity and economies of scale
 - Work on “Business as usual” improvements in non-elective bed based care pathways in acute settings to reduce length of stay

Progress with Enabling Strategy Areas

- **Workforce**
 - Developing workforce planning to support delivery of the new care model including risk assessing recruitment and retention issues and developing plans to address potential areas of shortfall
 - Developing new training opportunities to enable existing staff to work differently and more flexibly
 - Exploring opportunities to develop new roles and / or redesign existing ones, to meet the requirements of the STP
 - Reviewing policies procedures and practices within HR to streamline processes across the STP
- **IM&T**
 - Developing a “local digital road map” that will first consolidate the IT infrastructure and in particular system interoperability, and better support joined up clinical decision making across organisations that need to work better together to deliver joined effective care
- **Communications & engagement**
 - Developing a robust, informed communications and engagement strategy for the STP that meets the needs of key stakeholders and ensures their appropriate involvement
 - Focusing first on the consultations relating to proposed changes resulting from the STP in South Devon & Torbay and Eastern Devon

- Developing a clear strategic narrative that describes the STP case for change and emerging ambitions for transformational change within the significantly challenging environment in which we are operating
- **Estate**
 - Undertaken a strategic review of the STP wide estate and its fitness for purpose in the current environment
 - This work will inform a broader estates strategy that supports the emerging clinical model of care and makes best use of the existing broader public estate
- **Finance**
 - Developed a high level financial strategy based on of the STP case for change aimed at improving both clinical and financial sustainability
 - In the second year of working as a single health & social care system in developing shorter term operational plans
 - Testing financial hypotheses between different parts of our geography and population groups. In time this work will inform strategic commissioning and investment plans in each of the STP defined geographies
- **Organisation development**
 - Developing robust and effective system wide collaborative working and governance arrangements
 - Beginning the process of reviewing future appropriate organisation form best suited to delivering the STP at both strategic and local levels
 - An initial focus on working with primary care to improve engagement and encourage thinking on what it means to work at scale
 - Internal engagement and Organisational Development plans to support staff in each organisation to understand and contribute to the transformational changes to deliver the STP ambitions