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| Date of meeting: | 12 July 2018 |
| Item Title: | Sussex and East Surrey Sustainability and Transformation Partnership (STP) progress update: Governance review and clinical case for change |
| Executive Summary: | This paper outlines the changes to the governance arrangements for the Sussex and East Surrey Sustainability and Transformation Partnership (STP). It also provides a summary of the work that is currently taking place around the clinical case for change for the STP. |
| Recommendations for the Board: | <ul style="list-style-type: none"> a) Note the work undertaken as part of the STP governance review. b) Endorse the need for a clinical case for change for the STP and advise any further engagement the Board would like to have once it is completed. |
| Relevance to Joint Health and Wellbeing Strategy: | The issues highlighted within the Joint Health and Wellbeing Strategy will be used to inform the STP case for change. |
| Financial implications (if any): | The STP case for change is being developed to help ensure the limited financial resources across the STP are being spent in an efficient way. |
| Consultation (undertaken or planned): | Engagement has taken place around the changes to the governance arrangement with the partner organisations within the STP. The case for change is currently involving engagement with clinicians, stakeholders and will involve a period of public and patient engagement. |
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West Sussex Health and Wellbeing Board

Sussex and East Surrey Sustainability and Transformation Partnership (STP) progress update: Governance review and clinical case for change

Date: 26 June 2018

Report by: Karen Breen, STP Programme Director

Executive Summary

This paper outlines the changes to the governance arrangements for the Sussex and East Surrey Sustainability and Transformation Partnership (STP). It also provides an update on the work that is currently taking place around the case for change for the STP.

The Health and Wellbeing Board is asked to:

- c) Note the work undertaken as part of the STP governance review
- d) Endorse the need for a case for change for the STP and advise any further engagement the Board would like once it is completed.

1. Governance arrangements

1.1 Background

National guidance ('Next Steps on the NHS Five Year Forward View') published in 2017 highlighted the need to strengthen Sustainability and Transformation Partnerships (STPs), particularly around their leadership and infrastructure. The guidance outlined that to succeed all STPs needed a basic governance and implementation 'support chassis' to enable effective partnership working.

In 2017/18, the Sussex and East Surrey STP undertook a governance 'review and refresh' exercise which set out the objectives and architecture of the STP governance arrangements. These arrangements, as with all good governance, were evolutionary to ensure optimum support to the progress of the STP.

A review of these governance arrangements took place to test if they were fit for purpose for 2018/19 and the key points and outcomes from this are set out below.

1.2 Principles for governance arrangements

In agreement with the STP Executive Group and STP Programme Board and scrutiny from the STP Oversight Group, the following were agreed as the principles to guide the next evolution of STP governance:

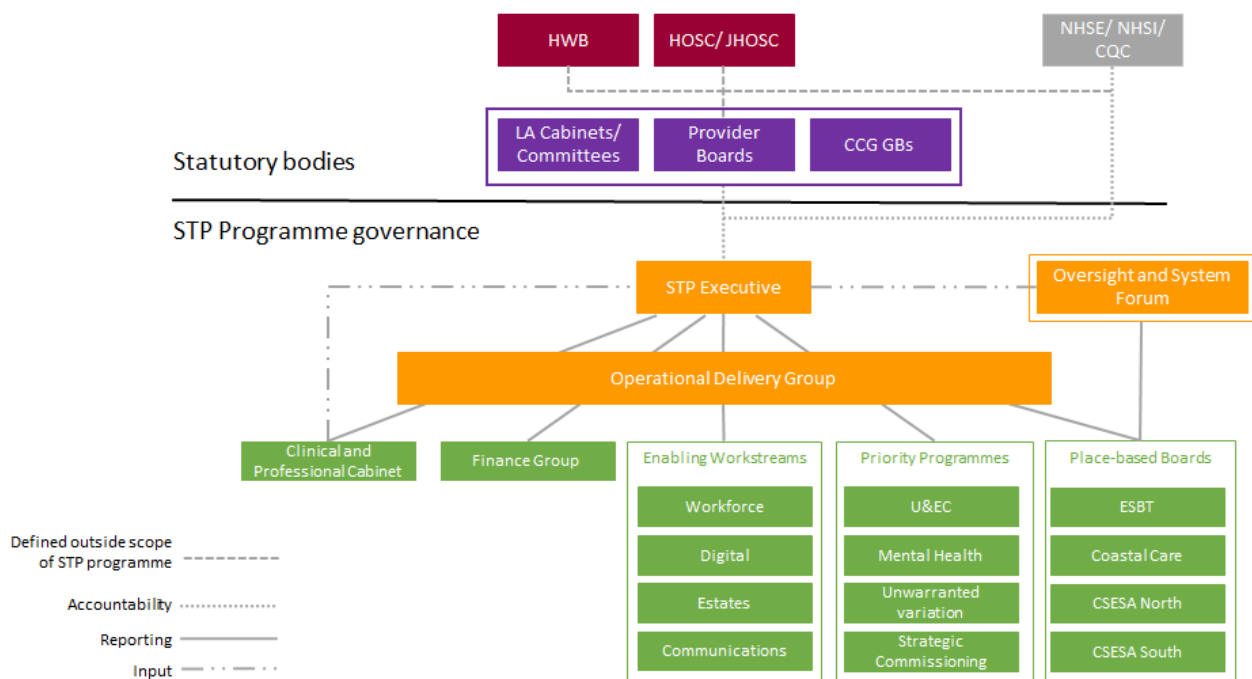
- Commitment to effective partnership collaboration and trust to work together to deliver the aspirations of the STP, whilst safeguarding the autonomy of organisations.
- Clearly define and embed the roles and responsibilities of the

leadership.

- Provide a robust yet agile framework that facilitates more effective strategic support, including identification of priorities at system, place or local level.
- Clarify accountability, aligned with individual organisations.
- Provide assurance around progress and delivery of both the STP programme and place-based plans.
- Clarify the reporting and monitoring mechanisms.
- Allow for transparent communication between partners and stakeholders.
- Make the most of the scarce and limited resources available.

1.3 Refined governance arrangements

In response to the above, refined governance arrangements have been designed, developed and accepted by the STP Executive, STP Programme Board and STP Oversight Group as the way forward for governance to support the STP. It was agreed by all parties and forums that the refined arrangement should take effect immediately to ensure optimal support of STP progression throughout 2018/19. The new arrangements will be kept under review, and partners and stakeholders will continue to be engaged with, in the coming period to ensure they work effectively and appropriately.



2. Case for change

2.1 Background

A lot of work has been undertaken around a case for change within local transformation plans and around specific areas, such as mental health. However, there is a need for a unified STP-wide case for change, which identifies the key challenges and areas that need improvement across our local health and care system. Work is underway to produce this case for change and involves the input of local clinicians. It aims to provide clear

evidence of the areas that need particular focus in order to enable people to live longer with better health that is value-focused and patient-centred. This will be an important reference point for all the partnership organisations and will be a focus for engagement with the public and stakeholders.

2.2 Why a case for change is needed

The NHS nationally is facing significant challenges as it tries to meet an increasing demand on services with restricted finances and resources. People are now living longer and with ever more complex health needs, and this is making it more difficult to afford all the health and care services that the NHS currently pays for.

There is the need for clinicians across the STP to focus the limited resources available on the care that delivers the greatest value. Value in healthcare is defined as the achievement of the best outcomes for individual patients and for the public within available resources, and doing less of things that add little or no value to patients. It is a term that integrates high quality, safe and cost effective care that improves patient or population outcomes.

2.3 Progress to date and next steps

A first draft of the case for change has been reviewed by the STP Clinical and Professional Cabinet and the STP Executive. Feedback and recommendations are being collected and will be incorporated into a penultimate draft, which will be shared with those groups for further consideration before a final draft is produced. This will be shared more widely for further input from clinicians and other stakeholders as appropriate to contribute towards the final version.

Once completed, the case for change will inform ongoing STP-wide patient and public engagement. This will be done through the 'Big Health and Care Conversation' engagement vehicle which is currently being rolled out across the STP. Additionally, a public-facing version of the clinical case for change will be developed that presents the information in a clear and easy-to-understand way.

3. Conclusion and next steps

Following STP Executive, Oversight Group and Programme Board agreement, the refined governance arrangements have been adopted and commenced in May 2018. The STP partners have been kept up-to-date with the progress of the review and feedback incorporated. The arrangements are positive developments that aim to compliment the accountability of individual organisations. Due to the changing nature and dynamics of STP development, however, it is acknowledged these governance arrangements will be reviewed at appropriate intervals to ensure they remain fit for purpose.

The case for change continues to be developed by clinicians across the STP. Once a final version has been agreed, it will be used to inform a period of patient, public and stakeholder engagement to enable greater understanding of the document and the key areas and challenges that are highlighted within it.

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Appendices: None

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