STPs: an emerging scorecard: positives

- Stimulating much needed new conversations and relationships and...

- ...good collaboration to solve immediate and some mid term problems

- Important opportunity for system wide discussions on how to transform and head towards greater sustainability

- Good emerging plans in small number of areas with well established relationships

- Local systems know they have to make this process work and are investing significant time, energy and effort into it
Many, especially “start from scratch”, footprints taking time to build relationships & get to big issues – Oct. timeline unrealistic: more time needed

Danger of being mesmerised by one, potentially inaccurate, description of the 2020/21 financial problem...

...is it better to try to “leap to balance a potentially wrong bottom right hand figure” or “set out how far we can realistically get” and build from there?

Worrying over-reliance on service reconfiguration silver bullet given capital and political constraints...recognising some reconfigurations should be pursued
What is the 2020/21 financial problem: two frames

**FRAME 1**
- Money will be +2.0% for next three years
- How do you cope with 4% annual demand and cost increases?

**REACTION TO FRAME**
- Looks possible and is realistic
- Points to work on demand avoidance and efficiencies
- May discourage radical transformation

**FRAME 2**
- Monetise the +4% demand and cost growth to 2020/21 a la £30bn in 5YFV
- Come up with a big STP 2020/21 financial gap and work backwards to fill it
- May be / likely to be inaccurate

**REACTION TO FRAME**
- Looks a scarily large gap (most STP gaps in c£300m – 900m range)
- Likely to (& has) induced sense of panic
- If insistence on balance bottom right, can trigger dash for over ambitious, unrealistic, huge cost reduction projects
STPs: an emerging scorecard: risks to manage (2)

- Unclear purpose: big strategic issues; balance bottom right by 20/21; 17/19 money plan; transformation; or deliver myriad planning priorities
- Governance and engagement issues have significantly and worryingly increased process risk
- Confusion over STPs and footprints: plans, delivery or both; primary footprint we work within, or one of many competing for space?
- Danger of acute domination: how inclusive of MH, community, ambulance and primary and social care? Acute reconfiguration or out of hospital focus?
STPs: the NHS Providers view of where next

- STPs have huge potential to bring together key local players to chart the right path for the future. This is the only game in town and the process must be made to work.
- The current pause offers a great chance to get the process back on track.
- For STPs to succeed we must:
  - have clarity on focus – big strategic issues, transformation and sustainability;
  - give footprints the time they need to do the job required;
  - ensure STPs are underpinned with appropriate governance;
  - improve non executive and board involvement in the process;
  - fully involve appropriate partners – primary care and local government;
  - ensure transparency and co-design with clinicians, staff, public and governors;
  - be clearer and more technically proficient on the real financial envelope;
  - be realistic and avoid over ambition / over focus to “balance bottom right”;  
  - carefully calibrate role of centre: must be bottom up plans; and
  - accept that STPs will not solve some of the fundamental problems affecting the sector like funding and workforce shortages and the unsustainability of social care.
STPs: some thoughts on governance

- Too important a process, with too much risk, to casually drift away from well established and robust governance
- Governance does matter:
  - not pedantry or change blocking;
  - managing risk including the risk of legal challenge;
  - getting to the best answer possible through appropriate challenge;
  - ensuring appropriate sign up to plan and avoiding “consent and evade”; and
  - maximising chances of effective implementation and accountability
- Six steps towards the right governance solution:
  - one size will not fit all;
  - appropriate non executive / wider input and avoiding group think;
  - right balance between system and individual institution;
  - transparency;
  - ensuring appropriate co-design and involvement;
  - STPs have no legal status and derive authority to act from constituent members
- Emerging solutions: constitutions; MoUs; committees in common;