

SUSTAINABILITY AND TRANSFORMATION PLANS – WHAT'S NEXT?



the association of
foundation trusts and trusts

NHS
providers

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STPs: where are we?

NHSE/NHSI reviewed STPs submitted in October. Concerns about robustness and deliverability of many plans – recalibration needed.

Small amount of capital in Spring Budget was welcome, but not enough to cover the capital requirements of all STPs.

Process creators keen to make STPs work, so trying to “force grow” a small number of successful STP footprints to show Government, themselves and the service that the STP process really can work.

There are a very small number of footprints who probably are ready to go, at pace. It feels important not to get in their way and support them well to move at pace.

Vast majority have range of legitimate concerns and are not ready to move at pace process creators want ...but are worried about being marked down or losing out for appearing laggardly

Concerns amplified when centre forces pace on some or all of: a single ACO/ACS model without definition; new STP led governance / accountability; deliver incredible plan; not minding about law

No-one knows what will happen if STPs try to move at speed, with over ambitious plans or governance structures without full clinical, staff, local authority or local political support, or the law in place. Risk!

There are a range of member views here from “get on with it” to “deep worry”.

STPs: what's next

Unequivocally led at local level

- Local determination by STP footprints should be the underpinning principle

The law is the law

- STP accountability must align with the law and preserve lines of accountability

Freedom – speed of progress; integration; leadership; scope

- STPs should progress at speed that is right, be able to adopt different approaches and degrees of integration, determine their own/best approach to leadership and be free to work across different footprints

Funding

- There should be fair and equal access to transformation funding

Decision making

- Where decisions cannot be agreed by the STP membership, there need to be appropriate processes to address and resolve them

Role of NHS England and NHS Improvement

- To support STPs to deliver at appropriate pace, and to underpin the overall approach with clear definition of success, access to support (agreed with STPs themselves), as well as passing resources and responsibility to the frontline