STP summary paper

Sustainability and transformation plans are five year plans detailing how local areas will work together to modernise health and care and achieve financial balance by 2020. In March 2016, England was divided into 44 geographic ‘footprints’ to create plans based on the local health needs. These plans were submitted to NHS England and NHS Improvement in October 2016 and have since all been published. The plans are still in development and areas will simultaneously start to implement the sections of the plan furthest ahead whilst continuing to work on other sections.

NHS England’s ‘Next steps for the Five Year Forward View’, published in April 2017, changes the language around STPs – referring to them as Sustainability and Transformation Partnerships.

This summary gives an overview of the key points in your STP based on the plans submitted in October 2016. It is not exhaustive and there will have been developments since this point. The level of detail in the summary is reflective of the level of detail within the plan. It does not reflect the BMA position in any way. To stay up to date with what is going on and to read the BMA’s analysis of the plans, please see our website: www.bma.org.uk/stp

If you would like to send comments on the STP process nationally then please email Holly Higgs (hhiggs@bma.org.uk).
27. North West London

**Population:** 2.0 million

[Link to plan](https://www.healthiernorthwestlondon.nhs.uk/documents/sustainabilit...)

**Lead:** Dr Mohini Parma, Ealing CCG

Contact your regional coordinator about your STP: abarton@bma.org.uk

**Priorities are:**
1. Support people who are mainly healthy to stay mentally and physically well, enabling and empowering them to make healthy choices and look after themselves
2. Improve children’s mental and physical health and wellbeing
3. Reduce health inequalities and unequal outcomes for the top three killers: cancer, heart diseases and respiratory illness
4. Reduce social isolation
5. Reduce unfair variation in the management of long-term conditions — diabetes, cardiovascular disease and respiratory disease
6. Ensure people access the right care in the right place at the right time
7. Improve the quality of care for people in their last phase of life, enabling them to die in their place of choice
8. Reduce the gap in life expectancy between adults with serious and long-term mental health needs and the rest of the population
9. Ensure services and experiences are of a high quality every day of the week

**Key points:**
- The ‘Shaping a Healthier Future’ review in North West London predated the STP.
- Challenges are most acute at Ealing Hospital and the current clinical model is not financially sustainable with costs of staffing and safety larger than the activity and income for the site. This will be prioritised over the STP period.
- Focus for the first two years is to develop the proactive model of care and address the immediate demand and financial challenges. No substantial changes to A&Es in Ealing will be made until there is sufficient alternative capacity out of hospital or in acute hospitals. There is a similar vision for Charing Cross Hospital, although no planned changes to the A&E.
- In 2012 consulted on plans to reduce the number of major hospitals in NW London from nine to five. Central Middlesex Hospitals, Hammersmith Hospital, Ealing Hospital and Charing Cross Hospital would become urgent care centres without 24/7 accident and emergency departments. Chelsea and Westminster Hospital, Hillingdon Hospital, Northwick Park Hospital, St Mary’s Hospital and West Middlesex Hospitals would retain full A&Es. So far, Central Middlesex, Hammersmith hospitals have been downgraded to urgent care centres. Ealing Hospital has not, although maternity and paediatric inpatient services have been removed.
- The draft submission also outlines plans to consolidate back office functions including; finance, HR and payroll, IM&T, procurement, estates and facilities, governance and risk and legal services. According to the document a business case was due to be submitted to NHS Improvement in October.
- The STP draft says it intends for Ealing and Charing Cross hospitals to specialise in the management of the frail elderly with frailty units piloted at both sites, before full roll out.
Engagement:
- Contact: media@nw.london.nhs.uk
- NWL governance bodies for LDR (Local Digital Roadmap) (Digital Programme Steering Group, Design Authority, Digital IG Governing Group and CIE Project Steering Group) incorporate Lay Partner/patient representation.
- Local CCG governing groups, including Health & Wellbeing Boards, incorporate patient representation, and are generally open to the public.
- A public consultation programme regarding the STP is in progress (according to Digital Roadmap published in January).
- Ealing and Hammersmith & Fulham Councils do not support the STP due to proposals to reconfigure acute care.

Finances:
Financial gap by 2020/21
- Healthcare: £1.113 billion
- Social care: £298 million
- Combined: £1.4 billion

£20 million financial gap remaining in 2020/21 after the savings, mainly due to a social care deficit of £35 million. Savings of £114 million have been estimated from moving care closer to home. To support implementation of the transformation the area is seeking early access to the transformation fund to pump prime the new proactive care model.

Financial modelling for social care within the STP references an assumption of the patch having a fully pooled health and social care budget by 2020/21.

Capital funding required: £435 million