

## **Regional Operating Model Supporting STPs to Delivery**

### **Summary**

Across London health and care systems are strengthening their partnership working arrangements in preparation for the delivery of the transformation programmes set out within their Sustainability and Transformation Plans (STPs). Meanwhile NHS England and other regional organisations are considering how they can strengthen their own operating models to maximise the support provided to STPs.

A joint steering group between London's commissioners is being established to oversee and co-ordinate these developments to the regional operating model. This steering group is now seeking support to work closely with STP footprints to develop their organisational development plans and ensure this is aligned to other developments across the region.

### **Background to requirement to support London Regional Operating Model**

In December 2015, the NHS shared planning guidance 2016/17 – 2020/21 outlined a new approach to help ensure that health and care services are built around the needs of local populations. To do this, every health and care system in England produced a multi-year Sustainability and Transformation Plan (STP), showing how local services will evolve and become sustainable over the next five years (from 2016/17 – 2020/21)– ultimately delivering the Five Year Forward View vision of better health, better patient care and improved NHS efficiency.

Underpinning the Five Year Forward View (FYFV) strategy are a number of implementation plans that will enable the realisation, these include the FYFV for Mental Health, Cancer Taskforce and General Practice Forward View which set out recommendations to inform the future provision of care. Delivery of many of these changes will require new partnerships between the NHS, local authorities and communities and changes at all levels of the health and care system.

CCGs across London and NHS England have recognised that these changes have implications for the operating model at a local and regional level. Within STP footprints new operating models and organisational development may be needed to support partner organisations to work most effectively together. Meanwhile regional organisations will need to define how they modify their operating model to support the delivery of the plans set out in STPs.

Each of the five STP footprints in London have now submitted the documents below on which NHS England, London Region is currently undertaking an assurance process:

- STP narrative plan
- STP delivery plans (for transformation programmes)
- Activity and finance template
- Other supporting documents

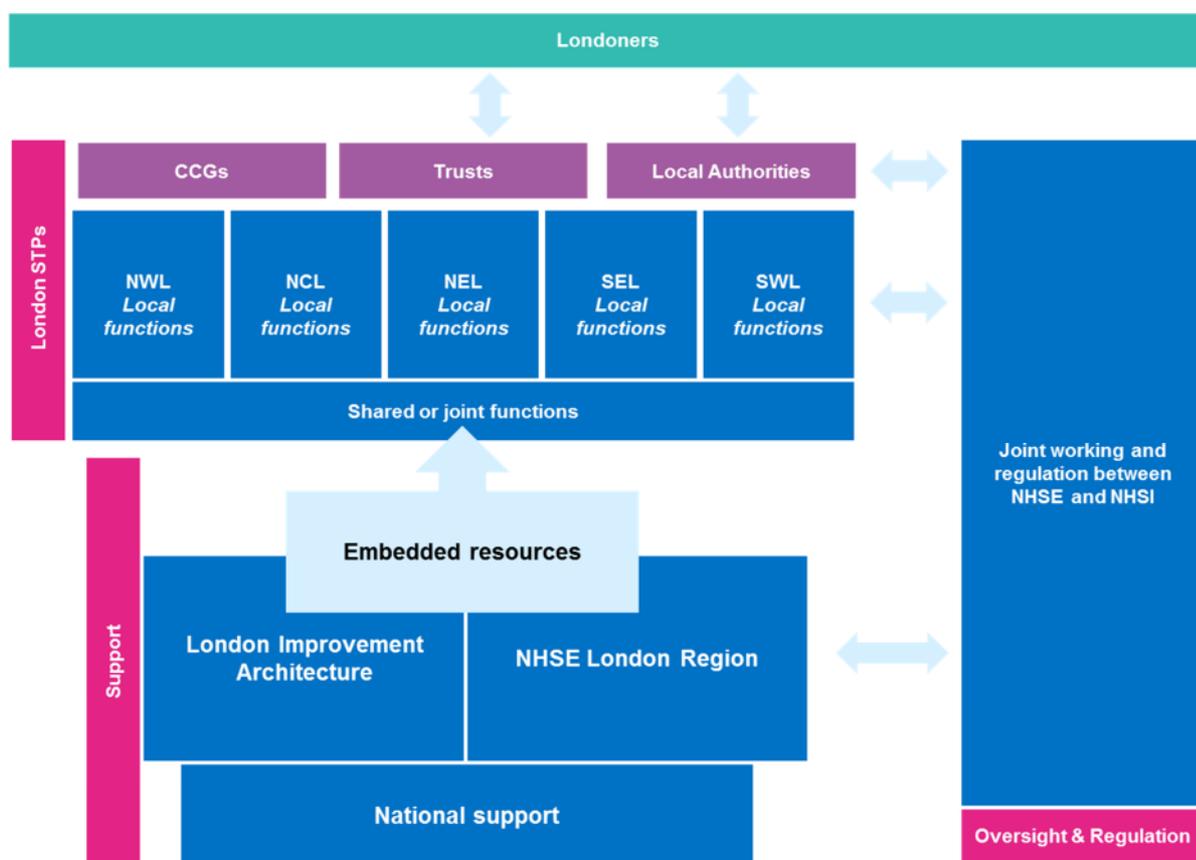
It has been recognised that as STPs transition from planning into full implementation the partnership structures that developed during the planning process may need to evolve to provide increased focus on implementation. A joint CCG and NHS England London (NHS EL) Steering Group is in the process of being established to oversee these operating model developments which will need to be closely co-ordinated to ensure that parts of the system work together most effectively.

The London devolution agreement could also present London with opportunities to transform further and faster at the local, STP and regional level. The ability for local areas to take on additional devolved powers is likely to be dependent on robust sub-regional accountability mechanisms being in place, as such STP areas are seeking support to help them respond to these opportunities.

### Support to the development of the Regional Operating Model

CCG Chief Officers and NHS England, London Region, have begun to consider which elements of the Operating Model in the region will need to be strengthened to ensure that effective support can be given to STPs.

The diagram below shows a conceptual view of the regional operating model to illustrate the inter-related nature of the way organisations across the region need to develop in order to best support STP delivery.



CCGs across London are now seeking to deploy support to work into the joint Steering Group with NHS England to strengthen the current arrangements in such a way as to ensure STPs are set up most effectively for delivery. The objective will be for the support to enable STPs to be in a place to implement any new arrangements from April 17 onwards.

The support is expected to:

- support DCO teams to work with STP footprints to gain further clarity on their specific transformation delivery requirements in order to understand which capabilities may need to be strengthened in order to accelerate delivery;

- support the development of strengthened governance arrangements where needed to accelerate delivery in STP footprints;
- work with DCO teams and closely with STPs to identify gaps in their delivery plans be it in terms of achieving prevention, quality and financial sustainability requirements
- support the development of an Organisational Development plan that is bespoke to each;
- triangulate the above within NHS England (London) to ensure an aligned understanding of the areas of greatest need is in place;
- work closely with the DCO (Director of Commissioning Operations) teams to develop more aligned ways of working between STPs and NHS England (London)
- work with the Healthy London Partnership and other regional support teams to identify subject matter expertise that STPs can draw on;
- set clearly defined goals and track progress for each support initiative undertaken, responding fluidly to maximise effectiveness;
- provide routine reports to STPs and NHS England in relation to progress; and
- provide Regional coordination support across London's STP footprints.

## **Budget**

The budget for the support is £495k and expected to be in place between February and May 2017.

## **Our team**

The support will work jointly with STPs and NHS England (London) Regional Commissioning Operations, who will oversee the work through a joint steering group.

The support needs to be available immediately upon commencement of the contract, until an appropriate point following the implementation of new arrangements.

## **Your team**

We expect the supplier to provide named resource(s) to work as part of a blended team at respective STPs.

We would expect your staff to bring:

- significant experience in NHS project management;
- previous experience of managing transformation programmes;
- knowledge of the STP footprints and their challenges in London;
- an understanding of London's commissioner and provider landscape and core transformation programmes underway across the capital;
- an understanding of the likely capabilities, structures and processes that will need to be established to ensure effective delivery of STPs transformation plans;
- analytical, process and technical skills to assess and support delivery and implementation of transformation programmes; and
- flexibility to support STPs across a range of areas.

We expect suppliers to put forward named individuals who will work for the duration of the assignment.

## **Responses**

Responses to the following quality questions (max 500 words each) are requested:

1. Please provide detail of your understanding of the current state of STPs and the required future state that will need to be in place to ensure effective delivery of transformation plans.
2. Please provide detail of the approach you would take in seeking to meet the requirements set out in this specification.
3. Please provide detail of your proposed team and their relevant experience.
4. Please provide detail of your experience of working collaboratively with organisations to support system development.
5. Please provide evidence of previous NHS regional transformation programme support experience.

Responses to the following commercial questions are requested:

6. Please provide day rates for the individuals you propose as part of the team.
7. Please provide an overall commercial offer for the duration.

All quality questions are expected to be equally weighted, accounting for 80% of the overall score. All commercial questions are expected to be equally weighted, accounting for the remaining 20% of the overall score.

Call for enquiries: Joanne Murfitt, Chief Officer, 0203 049 9020