

Bradford District and Craven STP

Sustainability and Transformation Plan

Introduction

The NHS Shared Planning Guidance published by NHS England required health and care systems across the 44 regional footprints to come together to develop local blueprints for accelerating implementation of the Five Year Forward View (5YFV). These blueprints, in the form of place based Sustainability and Transformation Plans (STPs) covering multiple years, are intended to describe how health economies will work together to meet the 'Triple Aims' of addressing the Care and Quality, Health and Wellbeing and Finance and Efficiency gaps. The process of developing the plans provides a mechanism to build and strengthen system wide relationships, embracing opportunities for increased collaboration across health economies. They present an opportunity for each footprint to describe cohesively how they are going to meet the needs of their population in a sustainable way through driving forward multiple agendas including increased prevention, self care, self management and integrated care provision.

For West Yorkshire, it has been agreed that primacy is retained at a local level. The overarching sub-regional plan (focusing on specific actions to address areas where there is agreement to work collaboratively to tackle common gaps and challenges) is supported by local placed based plans.

Support Provided

We worked in collaboration with senior leadership and operational teams across the Bradford District and Craven health and care economy to undertake the following:

A gap analysis against the Triple Aims

Through a rapid analysis and prioritisation exercise, we supported the system to identify the gaps against the triple aims and agree priority clinical areas. This involved a detailed analysis of local data sets (including RightCare and the Atlas of Variation) and triangulating this with qualitative information to develop a holistic snapshot of system performance.

A Portfolio Alignment Exercise (Closing 'the Gap')

Working with senior leadership and programme, we coordinated the collation and completion of over 250 project summaries. This information was brought together in an accessible format to generate a system wide understanding of the extensive activity in train to support closure of the gaps.

Developing a Journey to Accountable Care

Creating two roadmaps with supporting high level plans that describe the activities required to design and implement two accountable care operating models (one for Bradford and one for Airedale, Wharfedale and Craven) as part of a broader Accountable Care System. The work involved a desktop review of the development of accountable care systems/organisations in the UK and overseas, stakeholder interviews with senior executives and facilitated workshops with senior representation from organisations in each of the geographies.

Financial and Activity Modelling for New Models of Care

Designing and building finance and activity models for three New Models of Care (two Complex Care models and an Integrated Diabetes pathway). These models enabled scenarios to be developed that presented the potential savings that could be achieved for commissioners based on a series of assumptions around reductions in activity. Each of these models was developed with both clinical and managerial input from commissioners and providers. The models provide the foundations to begin designing shadow capitated budgets for the two accountable care operating models.

Writing the STP

Our support culminated in drafting the Bradford District and Craven STP on behalf of system stakeholders. The information, data and intelligence gathered through the above activities was wordsmithed into a compelling STP for inclusion as part of the West Yorkshire regional submission to NHS England.

Value Delivered To Client

In addition to drafting a compelling STP which was bought into by all stakeholders, we were able to support the system in a number of additional ways, including:

- Bringing to the surface tensions/concerns which were worked through to ensure shared buy in and commitment to an Accountable Care System;
- Highlighting gaps against the Triple Aims and providing clarity of what needs to be done to develop an Accountable Care System;
- Providing external challenge and scrutiny around projects/programmes in train, highlighting the need for great rigour around describing benefits of transformational programmes, especially financial.