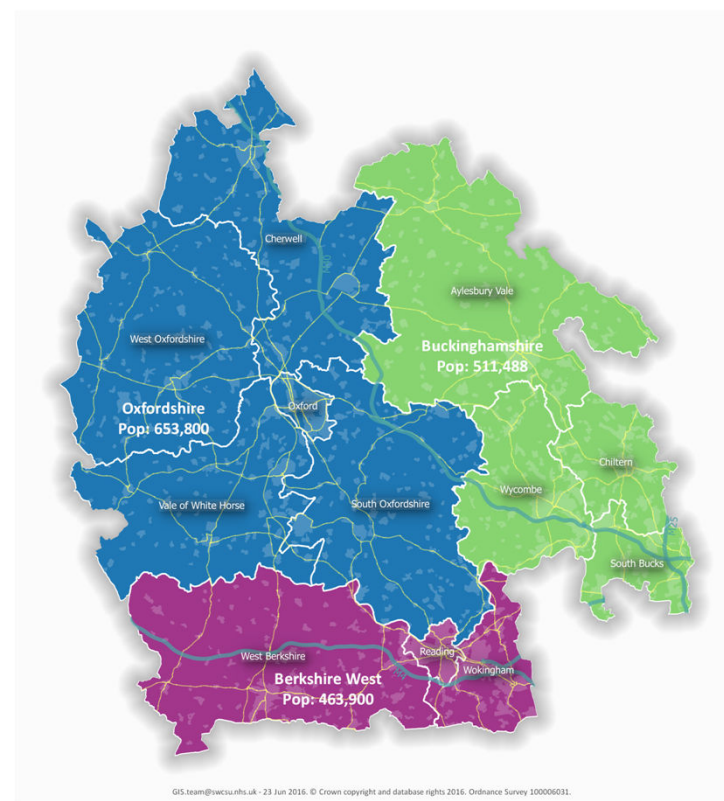


Buckinghamshire, Oxfordshire and Berkshire West (BOB)

Sustainability & Transformation Plan (STP)

November 2016

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Progress Report November 2016

Our ambition and plans

NHS England process

Financial position

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Our ambition

Prevent ill health, with a particular focus on obesity to reduce demand for services over the medium to long term.

Standardise access to urgent care so a range of well-informed clinicians can safely diagnose and prescribe treatment while minimising the number of duplicated consultations a patient receives. This will release GP time so they can work together at scale, become more integrated with community services operating out of community hubs and focus on people with more complex conditions. GPs will also be able to call on an increased number of home carers to enable more people to be cared for in their own homes rather than being sent to hospital.

Improve our workforce offer and increase staff retention by working with Trusts and Health Education England to improve recruitment, standardise terms and conditions and offer employees interesting rotational opportunities.

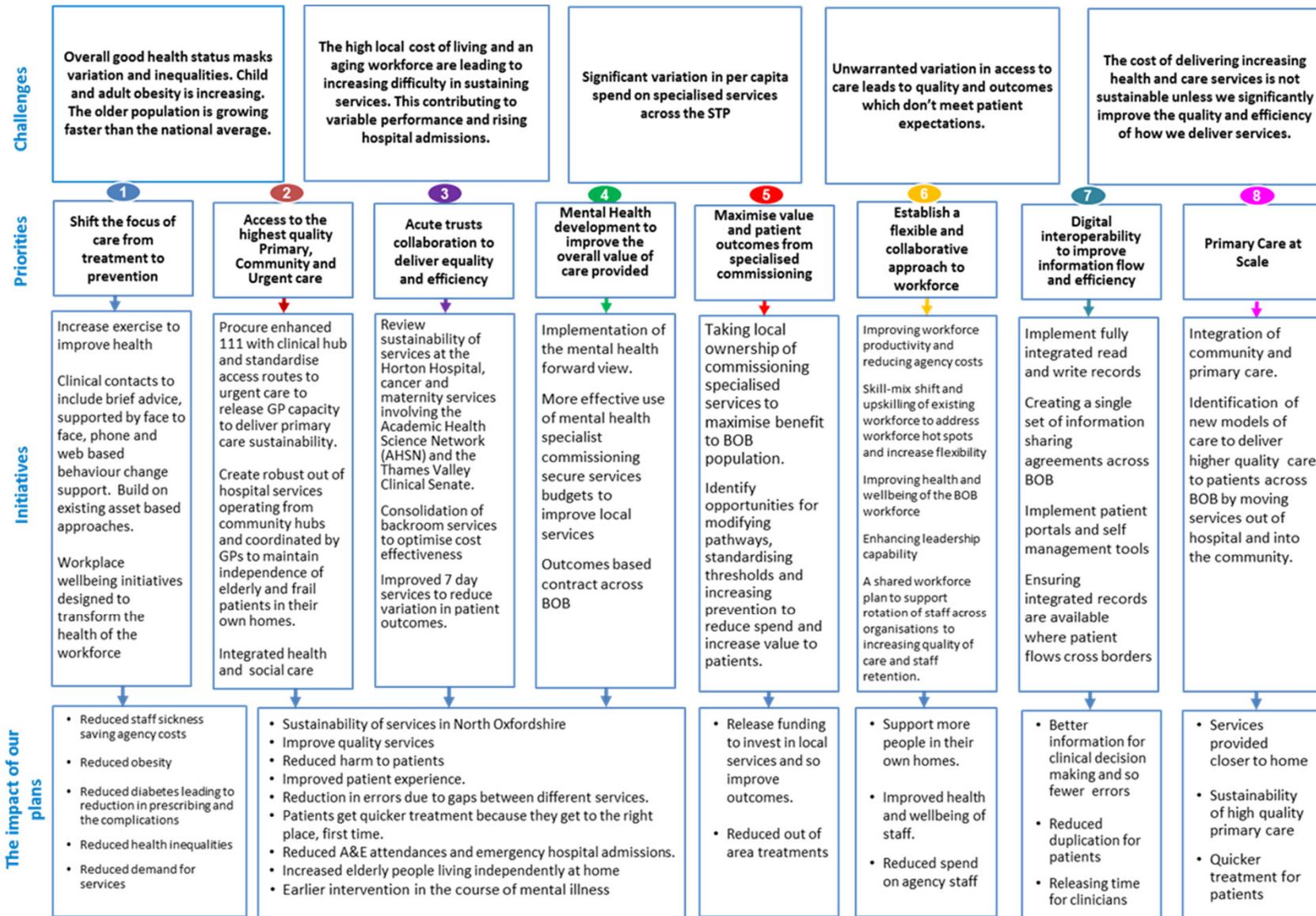
Provide digital solutions for self-care, virtual consultations and interoperability to increase patients' access to information and reduce duplication and travel.

Increase efficiency by commissioning, where appropriate, at scale across the BOB geography. For example, by co-commissioning specialised services with NHS England to identify alternative pathways of care.

Centralise back office functions to deliver savings by procuring at scale for example using the Shelford Group framework.

Undertake meaningful engagement and consultation activity on services, such as those at the Horton Hospital in Banbury to help inform decisions on the commissioning of future services.

Plan on a page



For example in Oxfordshire

Shifting the focus of care from treatment to prevention

Utilising technology to help patients manage their conditions and to enable self-referrals and promote self-care e.g. physiotherapy, podiatry

Urgent care

Ambulatory 'by default' as the model of care, i.e. without needing an overnight stay
A hyper-acute stroke service delivering the best outcomes

Acute care

Horton Hospital sustainability (Emergency & Urgent Care, Obstetrics and Paediatrics).
Significantly improve planned care services available in North Oxfordshire.

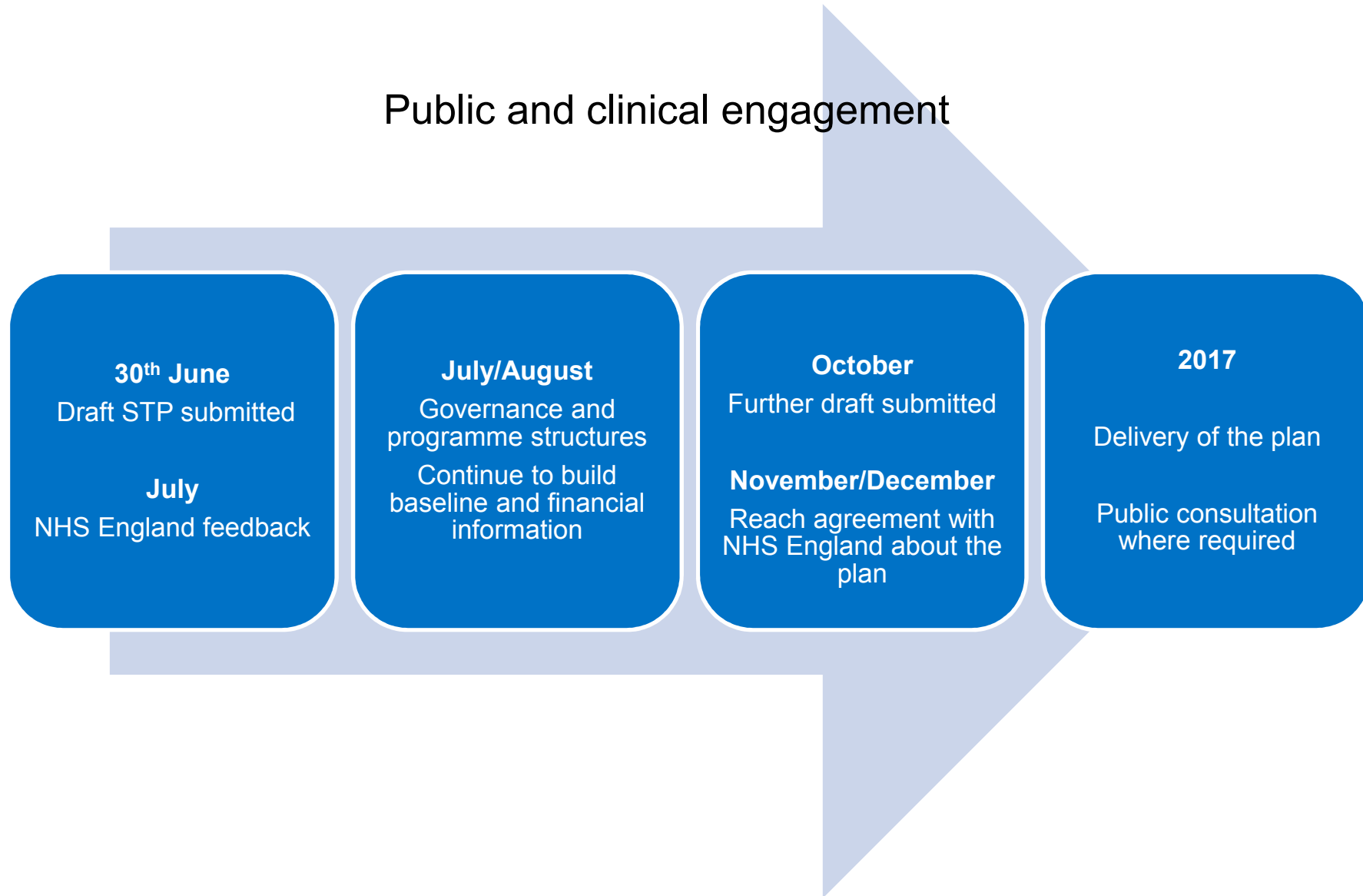
Primary care

Develop a wider skill mix to allow GPs to operate "at the top of their license"
Primary care neighbourhoods connected to locality hubs
Widen long term condition support with more clinics in the community supported by a local diagnostic service

Developing new models of care

Create robust out of hospital services operating from the community integrated with Primary and Social care

Public and clinical engagement



Our financial position

2016/17 £2.55bn funding across Buckinghamshire, Oxfordshire and Berkshire West.

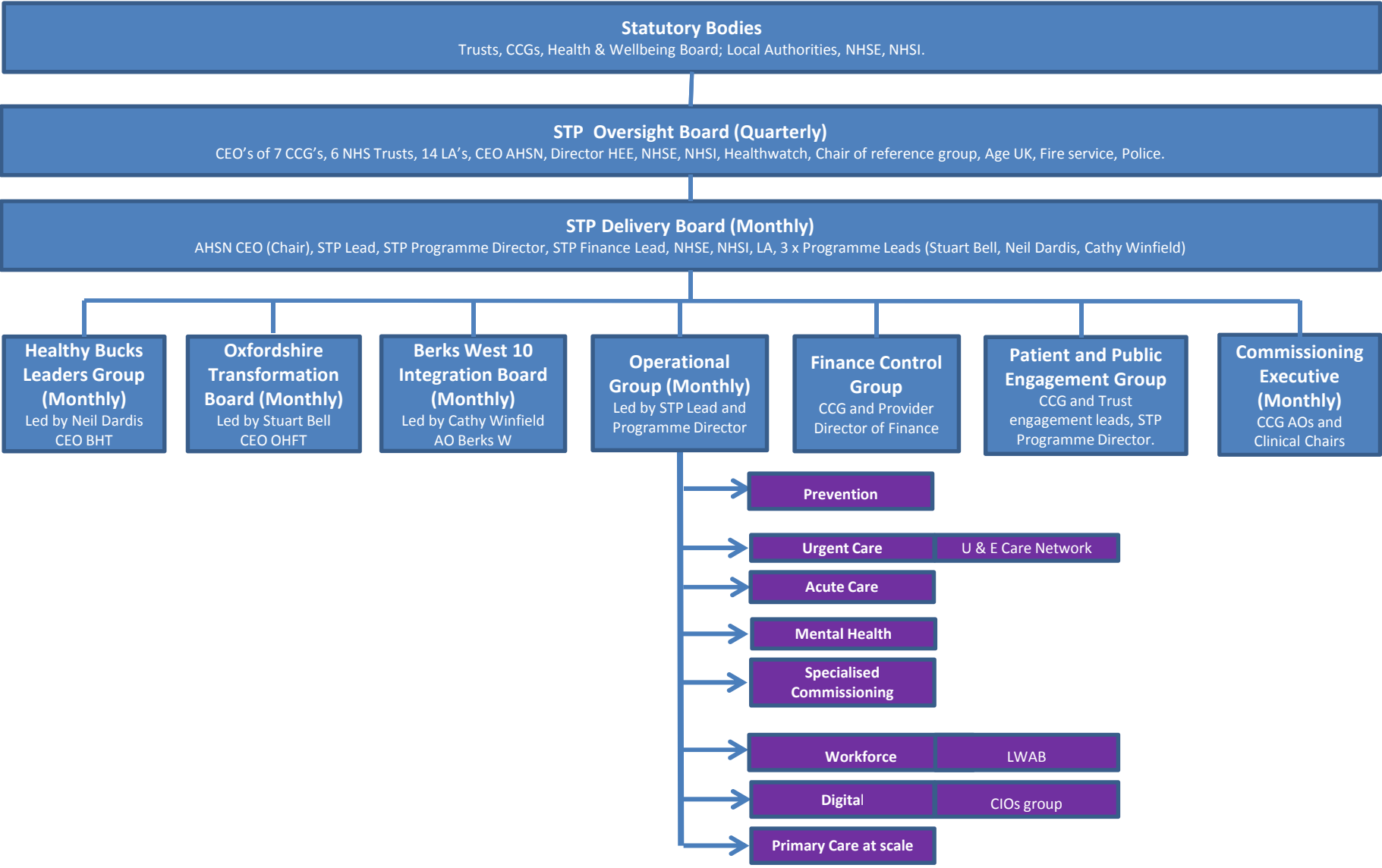
2020/21 £2.87bn funding across Buckinghamshire, Oxfordshire and Berkshire West (12% increase) *but* our expenditure is growing at a faster rate than the increase in our funding

If we do nothing different, rising costs, inflation and demand on the NHS will lead to a **gap of £479m** by the end of 2020/21. But we expect our plans to create a relatively small surplus of £11m.

Closing the gap

Efficiency savings	Asking organisations providing NHS services to become 2% more efficient each year	£213m
Delivering services in different and more cost effective ways	Local transformational changes and finding better ways to reduce growth in the need for services	£88m
Maximising the benefits of working at scale	Working at scale across the BOB area to transform services	£83m
National Sustainability and Transformation Funding	Using additional national transformational funding, which has been allocated for use in our area in 2020/21.	£106m

STP governance



Programme updates

Financial Gap	Greater clarity on financial position and BOB wide schemes.
Specialised Commissioning	Joint Director across NHS England and STPs.
Joint Commissioning Executive	Consideration as part of the Memorandum of Understanding
Programme Management	Project charters agreed for all STP projects.
Communications and engagement	Strategy in place, building on local engagement.
Berkshire West	Development of Accountable Care System proposition.
Buckinghamshire	Engagement about development of community hubs.
Oxfordshire	Case for change submitted to clinical senate and pre-consultation Business Case in draft.

Next steps – our priorities

- Strengthen engagement with patients and the public, clinicians, staff, local authorities, voluntary organisations and other key stakeholders to shape our plans and to ensure that they are implemented in partnership
- Agree a Memorandum of Understanding to enhance system wide collaboration and delivery
- Develop a risk sharing agreement across NHS organisations to ensure financial balance across the STP.
- Build on existing system leadership to achieve collective accountability to deliver the proposals at pace
- Ensure sufficient resourcing to drive delivery of our plans
- Review estates and capital plans so they are deliverable within local and national constraints
- Further development of business cases to access national sources of revenue and capital funding to enable delivery of our plans.