

To
Simon Wright
Chief Executive Shrewsbury and Telford Hospital Trust

cc to
CEOs from NHS England, NHS Improvement, CQC, PHE, HEE, NICE and LGA

By email

13th May 2016

Dear Shropshire and Telford and Wrekin

Thank you for your initial STP return and for making the time to come and discuss it with the ALB CEOs last week. They have asked us to feedback on their behalf, so that we can work with you to take this forward. The panel was impressed by the commitment to develop a genuinely sustainable plan that will transform the quality of care for your population over the next five years, and the evidence of partnership working across commissioning, provision and local authorities.

This letter captures some of the key elements of our discussion, sets out what we expect to see in your plan on June 30th and the support we can offer in the intervening period. This is not exhaustive, and so should be read alongside other STP guidance and advice from your regional ALB Programme Board.

As we discussed, the plans need to simultaneously address the in-year challenge of delivering the 16/17 position as well as putting in train the actions that will be needed to ensure a high quality, financially sound health system by 2020/1. We no longer have the luxury of trading off short stability against long-term benefit and it is our collective challenge to ensure the solutions we develop for today's problems provide a bridge to our strategy for tomorrow.

We recognise that your STP is a complex geography with many moving parts, and although we did not discuss all the areas that will be part of your STP plan, in our conversation we discussed a number of key themes that we expect to be fully developed as part of your plan, including the need to:

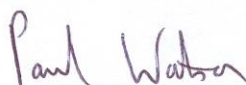
- Continue to develop a shared purpose across the footprint, using the STP to build the momentum you have already created, and drive the transformation required to close the three gaps (health, quality and finance).
- Set out a tangible/detailed model of care – including your acute services model and plans to improve primary and community services – with clearly defined choices and benefits for your population, not just in 2020/21 but working back from this for each year and in relation to your 16/17 control total, so that we can be assured it stacks up.
- This should include your plan for orthopaedics and reflect the scale of the challenge with regard to your frail elderly population.
- Set out clearly any dependencies for your plan to work – including any capital requirements (and in recognition of the current context, potential innovative options to meet them).

- Set out your plans to work with LAs and other partners to deliver not just the service changes, but the cultural changes required to support it.

To support the planning process, we will shortly release an 'indicative allocation' for 2020/1 for each footprint. These figures are – as the title suggests – indicative: final allocations will be subject to allocations decisions that are for the NHS England Board to make in due course. Overall the funding available for the healthcare system will be greater in 2020/1 than it is today, although the levels of future growth may be less than the NHS has enjoyed historically. We need to be clear that this is not about 'cutting' budgets, but about identifying the best possible use of resources so that we can meet the forecast rise in demand, and wherever possible, reduce that demand by improving the population health. The point of making these indicative figures available now is to provide a basis for local conversation about the best way to drive the necessary transformation, allowing you to reverse engineer back from 2020/1 to the 16/17 position.

We will use your June STP submission as the basis for a further conversation about concrete options, impact and timelines, so that together we can develop and implement a sustainable plan for transformation at pace.

Finally, we would like to personally thank you for taking on this vital leadership role, and do let us know if there is anything else the national or regional team can do to support you.



Paul Watson



Dale Bywater