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A Healthier Future

Hertfordshire and west Essex STP
Leader's Update

STP Leader's Update

- Farewell from Tom Cahill
- Introducing Deborah Fielding

Hello,

I'm writing this in my last week as leader of the Hertfordshire and west Essex Sustainability and Transformation Partnership, after developing the partnership on a part-time basis for 18 months.

Deborah Fielding, who many of you will know as Chief Executive of West Essex CCG, has been appointed to the role as full-time STP leader and has already chaired her first meeting of the area's Chief Executives. I'm sure that you will join me in wishing her well in the role.

Over the last year and half, our STP has matured and developed and now has considerable potential to improve the health and care of our 1.5 million population. It has been a privilege to work on this significant project, which is already beginning to deliver some area-wide benefits.

However the time is right to hand over the reins to a full-time leader, so that the full potential of the partnership can be reached. As I go back to working full-time as Chief Executive of Hertfordshire Partnership University NHS



Foundation Trust, I've been taking stock of the development of our STP and what we've achieved together over this time.

One of the biggest concerns as STPs were established was that they were had been created by bureaucrats and were being driven by accountants – with the interests of patients and service users and clinical and professional expertise following on somewhere behind. I think that it's fair to say that some of my colleagues in local government didn't feel as though they were fully engaged with the STP, which was a symptom of the way that Sustainability and Transformation Plans were initially introduced and tightly controlled from the centre.

I think that we are in a different place now. Senior clinicians oversee each of our workstreams, and there is overall



clinical leadership, provided by the chairs of each Clinical Commissioning Group. The impact of mental health on all aspects of health and care services has been recognised through the appointment of a mental health and learning disabilities lead, Dr Geraldine O' Sullivan, who will take up her post in February.

The scale and pace of change is accelerating, partly due to the strengthened programme management office which is supporting colleagues across the workstreams. We have started to attract some significant national and regional funding for our priority projects – as they receive recognition outside our immediate area.

We are forging meaningful partnerships with our local government partners – which are at the forefront of a great deal of the grassroots health improvement work that is taking place in our local communities. A new, more honest debate has also been started with the public about what the NHS can do for them and the steps that they need to take themselves – with thousands of people engaging positively in STP-wide consultations.

Although I am now returning to my substantive post at HPFT, a key part of my role will be ensuring that the importance of good mental health care continues to be recognised and prioritised throughout the STP. I will also be leading the workforce workstream – ensuring that we take a joined-up approach to developing a workforce with the skills to meet the needs of our population.

We are moving into a new phase, under Deborah Fielding's leadership, in which as senior leaders we will all be called on to consider fundamental issues about the way health and care is planned, commissioned and

delivered – in conjunction with patients and service users.

Thank you for all of the support that you have given me in the past – and in anticipation of your ongoing commitment to the transformation of health and care services across the STP in future.

Tom

Introducing Deborah Fielding



Deborah Fielding joins the STP from her role as Chief Executive of West Essex Clinical Commissioning Group.

An experienced NHS chief executive, Deborah started her

career as a nurse at Addenbrooke's Hospital in Cambridge and worked as a midwife and health visitor before moving into health service management. Deborah took up the post on 15 January.

Deborah's commitment to partnership working and her experience of developing an integrated approach to health and social care has been demonstrated both in her previous role in Wiltshire and in the west Essex area.

Deborah said: "I am absolutely committed to the principles and vision of our area's Sustainability and Transformation Partnership. We can only improve our health and wellbeing by working together in new ways with the public, health and social care employees. There's a long road ahead and I am looking forward to working closely with colleagues as we navigate our way towards a Healthier Future."