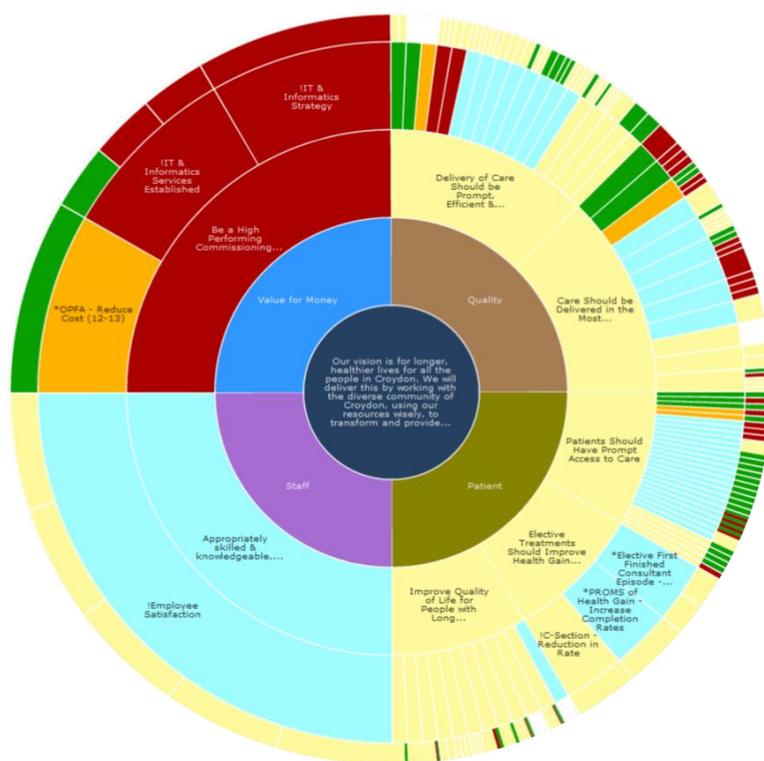


# Sustainability & Transformation Partnerships (STP) Challenges

## Coherence



## Introduction

The first blog in this series set out the top five challenges faced by the 44 Sustainability and Transformation Partnerships (STP) in England; Coherence, Clarity, Consistency, Collaboration and Control. This second blog in the series provides some insight as to how to approach the first of these challenges – Coherence.

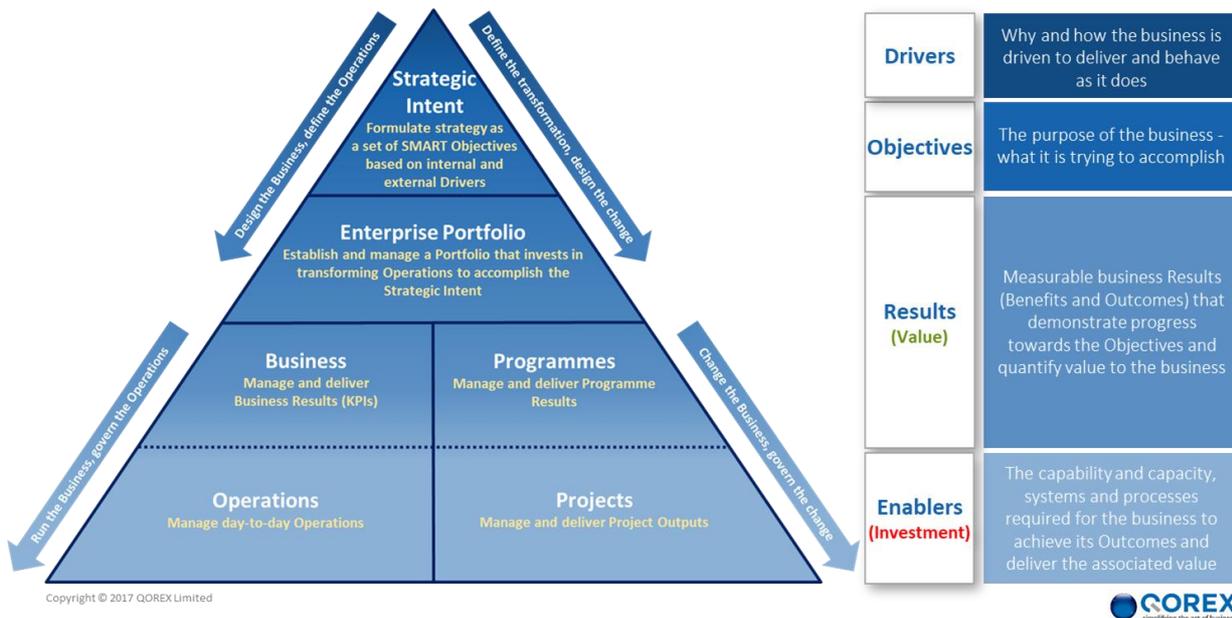
## Coherence

How do you design a plan that is logical, coherent and addresses national priorities while meeting the needs of your local population?

There is so much national guidance, that it is difficult to integrate this with your own local needs to construct a coherent plan.

A coherent plan first requires a structured approach to creating that plan which is agreed and shared across the STP. It should create a framework that:

1. Identifies those things internally and externally to the STP that are driving direction and strategy (such as the Government's mandate for the NHS)
2. Articulates the STP's strategic intent as a set of SMART Objectives. The Objectives are made measurable through Key Performance Indicators (KPI) that quantify the operational improvements that you are looking to achieve (e.g. health outcomes, financial savings, patient satisfaction etc.)
3. Enables a portfolio of work to be defined and managed that transforms the health system to achieve the Objectives
4. Defines:
  - a. the required Programmes of work, accountable for delivering the expected Results
  - b. the associated Projects to deliver the capabilities to enable the expected Results to be realised and so deliver the transformation
5. Allows the business cases for the investment in transformation to be continually managed and prioritised to ensure maximum return on investment.



There are many Key Performance Indicators (KPI) that enable you to measure the performance of your STP. It is improvement in these KPIs that you are looking to achieve. These KPIs are articulated in many different documents including: NHS Outcomes Framework, CCG Improvement and Assessment Framework, NHS Single Oversight Framework, NHS England’s Transformation Programme Management Office Indicators, STP local indicators.

There is significant overlap across these KPIs leading to a substantial piece of work for STPs to enable them to align and prioritise their programmes of work with these KPIs as well as measuring and reporting on progress against them. Alignment and reporting can be automated through Business Management Software such as QOREX PATH.

## Conclusion

First make sense of the demands on your STP to determine your strategic intent. Then establish and manage a Portfolio of work that invests in transforming Operations to achieve your Key Performance Indicators and deliver your strategy.

Use appropriate Business Management Software to help make sense of national and local STP requirements and consolidate them in one place enabling you to construct a coherent plan that translates strategy into action and results.