THREE LEVERS FOR STP SUCCESS
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Technology, collaboration, organisational transformation

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DW: STPs are a vital part of the transformation that's going on in the NHS at the moment. Moving from individual organisations with focus on their own budgets and income to ecosystems of organisations that are more focused on outcomes at a regional level.

JG: …and deliver the best quality care in the most efficient way – so how can we make sure that we join the information up and treat the patient in the way that they want to be treated but also to treat them in the most efficient way?

DW: STPs give us all the opportunity to address that group of different organisations and care settings to transform together across those longitudinal needs of the patients?

JW: Part of STPs is saying: “How do we change; how do we operate?” But to do that you are going to have to build those plans with some of the digital technologies that are available and…

DW: …digital transformation gives us that opportunity to have that inflection point, that step forward into new care models that are enabled in completely different ways than they were previously.

JG: So to take the patient experience and how they experience healthcare today. Today healthcare is kind of done to them. You get a letter to say – “your appointment is on the third of April.” Can I go on the third of April – who knows?

DW: It’s moving interactions out of expensive settings, in a doctor’s office or in a hospital, to more of the self-service where the population, citizens and patients are able to access services and interact with those services themselves.

JG: I think the real challenge for STPs is how do they build a culture of collaborative leadership.

DW: When you start to deal with budgets at that regional level, then the procurement discussion moves away from individual benefits of the organisational level.

JG: …and say we need to do the best across the region then you may make decisions that are not in the best interests of that one organisation but actually collectively for the region.

DW: STPs are a mechanism to bring organisations together and get them thinking in a way that ultimately the accountability and the integration and accountable care organisations and systems will ultimately achieve.

JG: So I think that is something that NHS England has got to drive because they are looking at how can you do this in the region.

DW: STPs are part of a journey in the way that we look at it. Accountable care systems with capitated budgets, focused on care outcomes rather than individual remuneration for
activity delivered across different organisations and care settings, that’s the ultimate goal for us.