



WARWICKSHIRE HEALTH AND WELLBEING BOARD 18 September 2018

From: Rachael Danter, Programme Director

Title: Better Health, Better Care, Better Value programme update

Better Health, Better Care, Better Value programme update

1 Purpose

The purpose of this report is to provide Warwickshire Health and Wellbeing Board with an update on progress to date on the Better Health, Better Care, Better Value programme, highlighting any key points as necessary.

2 Recommendations

The Board is asked to note this report and its contents.

3 Information/Background

3.1 Integrated Care System update

As previously mentioned, the 12-week development programme offered to all localities across the West Midlands has recently concluded. This is aimed at supporting the senior leaders and their teams to further develop capability in the following areas:

- Building a whole system strategy and plan
- System level financial planning
- Integrated governance
- Execution and implementation


A draft plan that starts to identify what actions will be required to allow the Coventry and Warwickshire STP to reach Shadow ICS status was presented to NHS England on 24 August. Formal feedback is awaited. This plan will continue to be developed and once it has been signed off by all the respective organisations it will be circulated.

3.2 Transformational Programmes of Work

Proactive and Preventative

The Concordat and Place Design for health and care in Coventry and Warwickshire were endorsed by the Place Forum on 16 July and communicated widely via various routes, including a press release, partner websites and social media.

A draft delivery plan for the Year of Wellbeing has been developed, and branding and narrative were shared at the Place Forum. A communications and engagement strategy and an outcomes framework are now being drafted.



Work is continuing on community capacity projects in Warwickshire. Highlights include:

- A social isolation and loneliness partnership project in Shipston-on-Stour, including a survey to identify barriers and gaps in accessing services and activities.
- 'Happy, Healthy and Involved' – this multi-agency project has set up a social prescribing health and wellbeing hub in Whitestone, Nuneaton to tackle loneliness and isolation. The many benefits of the scheme include the prescription of anti-depressants in the area being halved and a reduction in the incidence of dementia. Organisations involved are Warwickshire County Council, Whitestone Patient Participation Group, the Whitestone Surgery, local charity Guideposts, Carers Trust Heart of England and Volunteer Friends.

Work is continuing with the STP programme leads for Planned Care and Mental Health and Emotional Wellbeing to identify opportunities for embedding prevention and early intervention.

A joint Coventry and Warwickshire Diabetes Protected Learning Time (PLT) event, for GPs, practice nurses and dieticians, is taking place on World Diabetes Day 2018 – Wednesday 14 November – at the National Agricultural Centre, Stoneleigh. The event will be publicised online and more information will be shared as soon as it is available.

Maternity and Paediatrics

Work is now taking place to consider the Paediatrics element of the workstream.

The West Midlands Neonatal Review is being implemented. This is overseen by the Choice and Personalisation sub-group, which was relaunched in early June.

Engagement sessions have been held with midwives at University Hospitals Coventry and Warwickshire NHS Trust, led by the Trust's Head of Midwifery, regarding new ways of working, which will enable 20 per cent of women to have continuity of carer throughout their pregnancy by March 2019. These follow previous sessions at South Warwickshire NHS Foundation Trust. Further sessions are planned at George Eliot Hospital NHS Trust.

Staff feedback is also being undertaken to further develop the Coventry and Warwickshire Local Maternity System's (LMS) plans to transform and sustain improvements in maternity and neonatal services.

Mental Health and Emotional Wellbeing

A suicide prevention stakeholder workshop was held in July and attended by a wide range of organisations, including West Midlands Police, West Midlands Fire Service, and suicide bereavement services.

A primary care offer workshop was also held in July, to link the primary care work with the Out of Hospital programme. Next steps will include alignment of the Out of Hospital work with primary care clusters to deliver the outcomes and address the priorities.

Work is progressing to deliver an NHS England-funded project that will offer physical health checks for people with serious mental illness. A stakeholder workshop was held to map the pilot pathway for the place-based model of delivery.

Planned Care

The STP Planned Care delivery plan, which focuses on high-quality, sustainable care for residents of Coventry and Warwickshire, has been submitted to NHS England. It includes a transformation plan and narrative, which incorporate national priorities.

The main areas of focus are:

- Managing demand – including implementing referral triage and treatment services in specialties including ophthalmology and dermatology
- Reviewing system wide specialty capacity and workforce requirements to consider potential specialty consolidation across Coventry and Warwickshire
- Implementing outcomes-based lead provider contracts for planned care.

Productivity and Efficiency

Work is continuing to identify and explore opportunities where collaboration and/or consolidation of back office functions and clinical support functions could deliver better productivity and efficiencies across the system.

This includes exploring a shared finance system across the four NHS Trusts in Coventry and Warwickshire. A solutions workshop will be held to identify what services will be required. A proposal on options and pricing will follow.

Urgent and Emergency Care

A single, comprehensive plan for the STP was presented at Coventry and Warwickshire A&E Delivery Board in July. This includes the following key objectives for delivery:

- To develop an integrated Urgent and Emergency Care provision, which is aligned to the standards outlined in the Urgent and Emergency Care national delivery plan
- To reduce unnecessary demand on emergency care services by supporting the population of Coventry and Warwickshire to access alternative urgent care when appropriate
- To ensure people with more serious or life-threatening emergency care needs receive treatment in the right place at the right time, with the very best expertise and facilities, to maximise the chances of survival and a good recovery
- To provide access to a shared electronic patient record that is accessible to health and care professionals across primary care, pharmacy, A&E, urgent treatment centres and mental health
- To deliver a safe reduction in ambulance conveyances to A&E
- To ensure patients who are assessed as medically fit are supported to return home in a timely manner
- To provide a sustainable workforce
- To develop clinically and financially sustainable services.

The Urgent and Emergency Care programme has a robust governance structure with plans in place to monitor and control activities and to support tracking of progress against key milestones, help to identify key risks and where additional resources may be required.

3.3 Enabling Programmes of Work

Estates

A draft estates strategy has been submitted to NHS England/Improvement, together with five capital funding bids.

There are opportunities to identify estates needs within other STP programmes. The timing of activity is to be aligned.

Digital Transformation

A number of workshops have taken place and work is currently underway to scope the identified projects for prioritisation at the Digital Transformation Board in September.

Work is beginning on the refreshed Local Digital Roadmap.

Workforce

A local audit of programmes to identify workforce needs has begun.

A new workforce lead is starting in September, to support the programme's long-term workforce aspirations.

The Local Workforce Action Board in Coventry and Warwickshire is being reconfigured to support the delivery of the workforce priorities.

3.4 Related Programmes of Work

Cancer

A separate work programme has been set up for cancer. It will include the following:

- Primary care and prevention
- Rapid access/diagnostic pathways
- Living with and beyond cancer
- Waiting time standards
- Radiotherapy

Stroke configuration

Programme leads participated in a next stage NHS England Assurance Panel on 25 May. The Panel was impressed by the progress that the programme had made since the strategic sense check in May 2017. They assessed that the programme had partially met the requirements, but further work and evidence was required prior to being ready for consultation.

The key factors they require further evidence of are:

- Workforce planning: the Panel asked for greater detail, to include plans for sustainability of the workforce proposals and more details on the overall impact on providers.
- Further evidence of "stress-testing" the proposals for times of peak demand on hospitals. We provided evidence in the usual sensitivity analysis, but they asked for further evidence.
- Confirmation that the West Midlands Clinical Senate are satisfied that we have met the recommendations from their comprehensive review in 2016.

A meeting was held with the West Midlands Clinical Senate in July to present progress against the recommendations. The Senate have been assured that the recommendations have been actioned, and that the programme has already made improvements in our *Sentinel Stroke National Audit (SSNAP) data and Speech and Language therapy.

A date for the next NHSE Assurance Panel will be confirmed with NHS England.

The three CCGs are holding four public engagement events during September to gather views on stroke rehabilitation services. A preferred option to develop a centralised centre of excellence at University Hospital, Coventry, for the immediate stages after having a stroke, the hyper acute and acute stages, has been proposed. Initial feedback has been obtained from patients and the public on this proposal. People are now being asked to give their views on the preferred model and locations for stroke rehabilitation services. Details of the events are on the CCGs' websites.

*Note: The Sentinel Stroke National Audit Programme (SSNAP) is the single source of stroke data in England, Wales and Northern Ireland. There are three main components of SSNAP: clinical audit, acute organisational audit and post-acute organisational audit.

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