

Walsall Healthcare NHS Trust – Sustainability Review’s
September 2018

1. BACKGROUND

As part of the 2017/19 bi-annual plan the Trust committed to undertaking sustainability reviews of all its services as part of its strategic objectives.

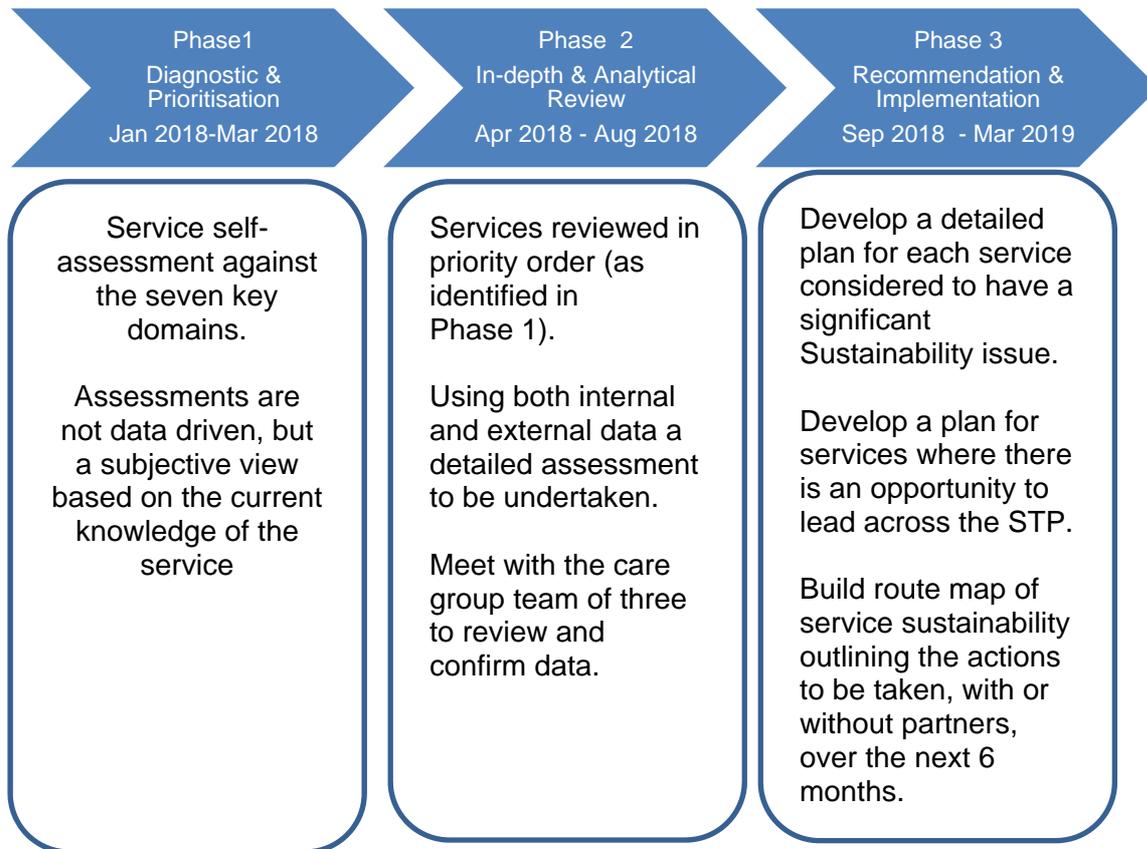
The structure of the reviews is based upon the NHS Sustainability Model which supports services to implement and sustain effective improvement initiatives leading to increased quality and patient experience at lower cost. The model is a diagnostic tool that identifies strengths, weaknesses, opportunities and threats to services; this has been adapted to meet the needs of the Trust (see Figure 1 below). Using the framework of the NHS Sustainability Model, the review assesses each service against seven key domains relating to process, staff and organisational issues that play an important role in sustaining change.

Sustainability reviews will become a rolling annual programme undertaken during quarters 2 and 3 for services where there is a specific area of concern.

Figure 1: Walsall NHS Sustainability Model



2. APPROACH TO SUSTAINABILITY REVIEWS



3. PHASE 1 OUTCOME

Phase 1 was completed in Quarter 4 of 2017/18, the self-assessment identified that of the seven key domains reviewed demand and capacity required the most attention followed by performance and workforce.

4. PHASE 2 OUTCOME

Phase 2 commenced in April 2018 and was completed in August 2018. Services were reviewed in priority order as identified in Phase 1.

A Sustainability Assessment Document was produced for each service and populated with up-to-date data to support each domain where possible. Key KPI's were identified for each domain and both internal and external data was used to support the review including benchmarking data, e.g Model Hospital and National Benchmarking Network reports.

Meetings were held with the care group team of three to review and confirm the data accuracy; in some instances the services provided further information to

support the process. Upon completion of this stage of the review, services approved the content in readiness for Executive consideration and Phase 3.

Following the completion of Phase 2, a route map has been developed summarising the requirements for each service to be undertaken in Phase 3. The actions for the route map have been categorised and are detailed at a high level to provide some consistency in understanding. Demand and capacity and workforce remain the domains where services require support in developing robust and sustainable plans.

5. PHASE 3 / NEXT STEPS

Phase 1 and 2 are now complete and work is commencing on Phase 3 to support services in developing robust plans to be sustainable in the future.

Following the detailed assessment in Phase 2, it is evident that all services reviewed will require an element of support. However, it is now clear that some of this support lies around day to day improvements of the service and development of the workforce rather than a longer term sustainability concern. A high level route map has been created outlining where improvement or development is required to ensure sustainability is achieved.

Most services are sustainable and require support to explore opportunities where they could become the lead across the STP. However, there were also some services identified as requiring priority action which will be reviewed first ahead of the other services.

The priority services will be coordinated in a project approach supported by the Trust's Quality Improvement Academy to design a sustainable model for their services over the next 6 months. This will include looking at options with partners, which in most cases is already underway. Coordination of this work has now been agreed with Walsall CCG and discussed in our recent board to board meeting.