

# The Black Country

Sustainability & Transformation  
Partnership



# Background and National Context

The Five Year Forward View – published by NHS England in October 2014 – outlined key areas for change to enable the NHS to provide the best health and care services.

It identified a gap between where we are now and where we will be in five years. It highlighted three areas – the ‘Triple Challenge’



# Local context - Black Country rationale

The Black Country health and care system faces significant challenges. They include: changes in population need; changes in how we organise and provide services; challenges for how we engage with patients and the public.

In addition, we face gaps in care quality, health outcomes and financial sustainability. Therefore, we must act on multiple fronts.

The STP provides us with a framework for doing this. It is an opportunity to act systematically and together - to agree and address common challenges in a way that we could not as individual organisations. Some key principles shape our collaboration

- **Subsidiarity**

Five distinct local communities – each with its own unique history, strengths and challenges.

- **Collective added value**

Working together, we can build on our strengths, achieving a scale and pace of transformation that we cannot realise in isolation.

# Our vision and priorities

The Black  
Country has a  
strong track  
record of  
delivery and  
innovation

**Vision:** To transform our local health and care system in the Black Country to achieve material improvements in health, wellbeing and prosperity through the provision of standardised, streamlined and more efficient services

**Priorities:** cancer, maternity and infant health, mental health, primary care, referral to treatment, urgent and emergency care

# Partner organisations



Black Country Partnership **NHS**  
NHS Foundation Trust

The Royal Wolverhampton Hospitals **NHS**  
NHS Trust

**CITY OF  
WOLVERHAMPTON  
COUNCIL**

**NHS**  
Wolverhampton  
Clinical Commissioning Group

Dudley and Walsall **NHS**  
Mental Health Partnership NHS Trust

**Dudley**  
Metropolitan Borough Council

The Dudley Group **NHS**  
NHS Foundation Trust

**NHS**  
Walsall Clinical Commissioning Group

**NHS**  
England

Walsall Healthcare **NHS**  
NHS Trust

**Walsall Council**

**Birmingham City Council**

**Sandwell**  
Metropolitan Borough Council

Sandwell and West  
Birmingham Hospitals **NHS**

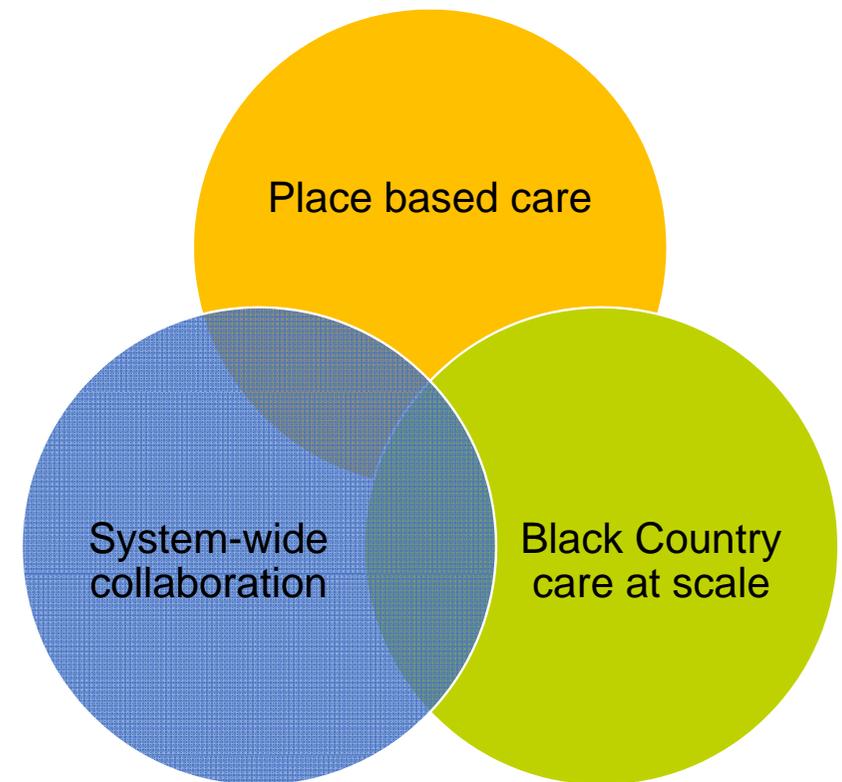
**NHS**  
Sandwell and West Birmingham  
Clinical Commissioning Group

West Midlands Ambulance Service **NHS**  
NHS Foundation Trust

# Our key accountabilities

We are committed to three distinct but connected 'accountabilities' that we must discharge.

- Integrated, place-based delivery in each locality with a clear link to local populations via Health and Wellbeing Boards
- NHS delivery across the Black Country and West Birmingham to deliver the national NHS targets within the available resources via NHS England and Improvement
- System wide collaboration to address the wider determinants of health and wellbeing with links to other systems and the West Midlands Combined Authority.



# Progress to date

- Partnership Board meets regularly bringing together 18 partner organisations plus Healthwatch and the local voluntary and community sector [check with Jayne]
- Memorandum of Understanding in place
- STP leadership and PMO to take us through to June 2018
- Executive sponsors identified for the transformation areas
- Clinical Leaders Group in place
- Work streams up and running including enabler work streams around finance, performance & delivery, communication & engagement, organisational development, equality & diversity



# Next steps

Change is coming fast and to take our STP to the next stage and help us to become a fully **integrated care system**, we need to add resilience to our governance structures and create a more permanent leadership

Proposed new leadership structure from July 2018:

- A part-time, independent chair to co-ordinate and hold partners to account and to represent the Partnership to the wider system and other partners
- A full time Programme Director to ensure the delivery of the Partnership work streams and the performance accountability of the Partnership to its partners and regulators
- An NHS led to co-ordinate the work of the NHS organisations and to work with the independent chair with both of these roles supported by the programme director. This role could also be a CEO/AO from one of the other partners (excluding WMAS who wish to be an associate member and any regulatory members).

# Key reconfiguration, merger and service changes

## Reconfiguration

- Midland Met Hospital
- Walsall Together
- Walsall Urgent Care
- Walsall Stroke Review
- Dudley Multispecialty Community Provider
- Wolverhampton New Care Model
- Primary Care Home – Wolverhampton
- Care Connected Partnership
- Pathology
- MERIT Vanguard

## Merger

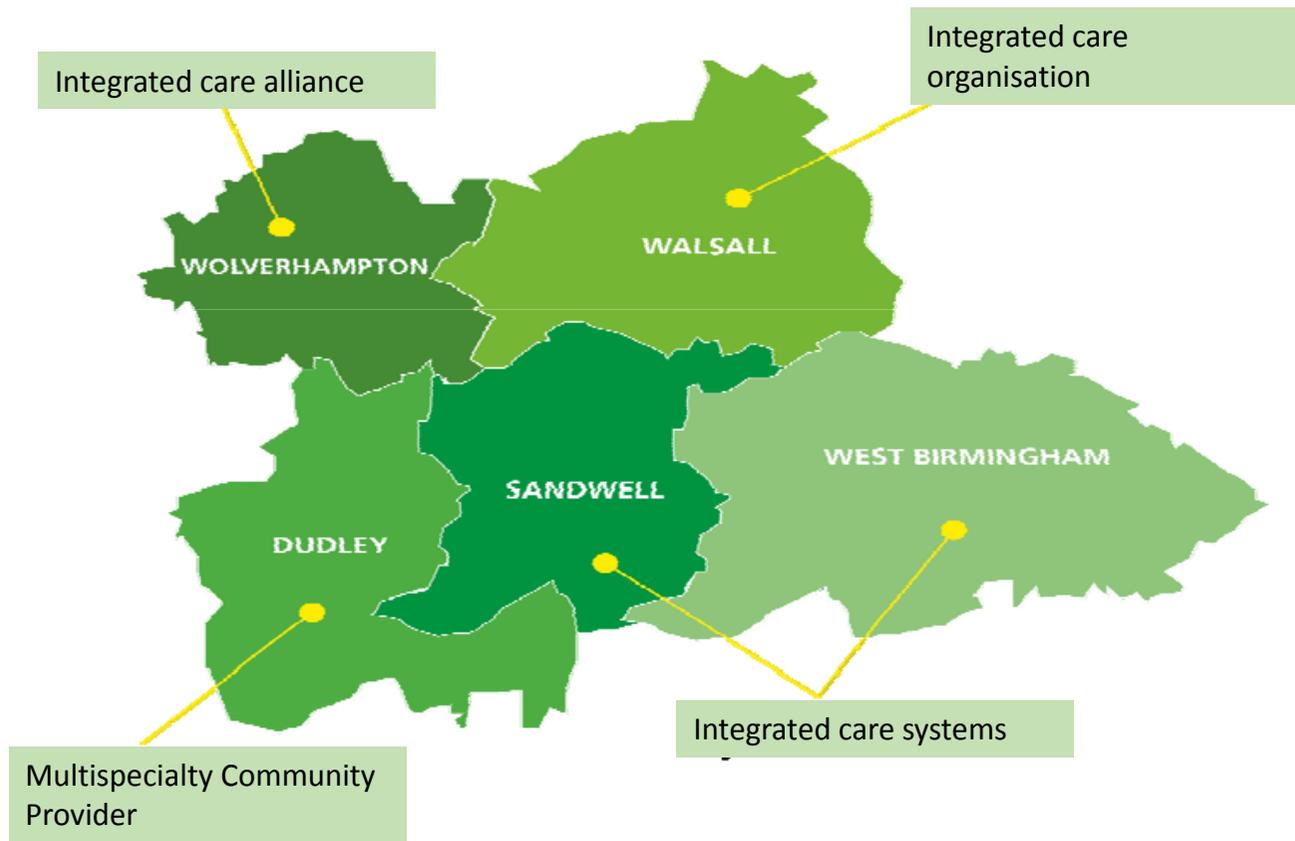
- Dudley and Walsall Mental Health, Black Country Partnership Foundation Trust with Birmingham Community Healthcare



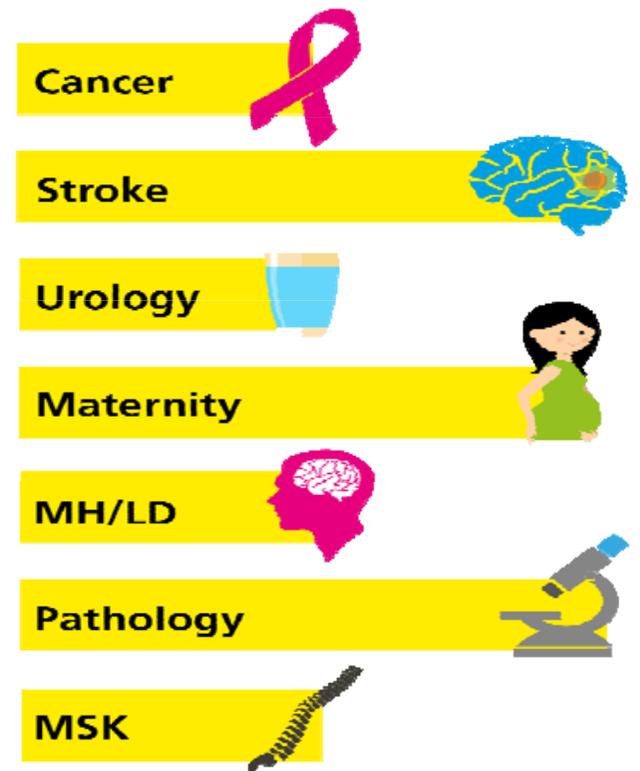
The Black Country  
has a strong track  
record of delivery  
and innovation

# Black Country Commissioning Landscape

## Place based commissioning



## Collaborative Commissioning





# The local picture – Walsall Together

## Walsall Model of Integrated Health & Social Care

### Resilient Communities

Early intervention and prevention to support people and communities to live independently and to have active, prosperous and healthy lives.

### General Practice and Integrated Health and Care Teams

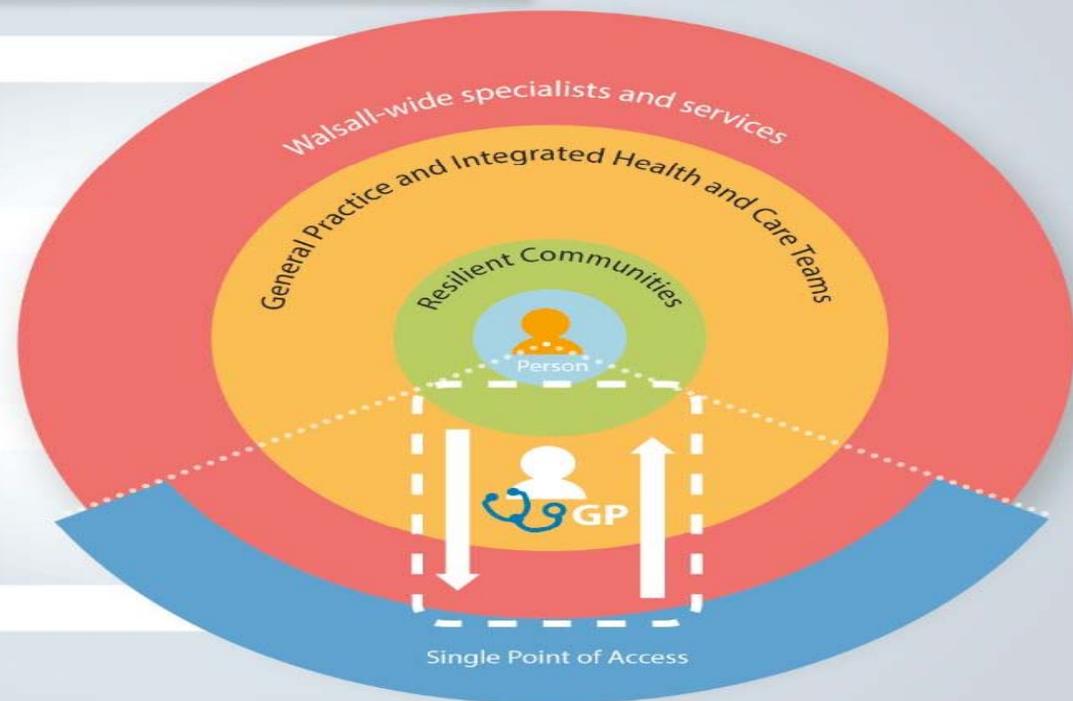
People registered with GPs in Walsall will be supported by a team that is made up of GPs, community nursing, social care, mental health and the voluntary sector, providing accessible, high quality co-ordinated care in people's homes and communities.

### Walsall-wide specialists and service

Accessible, high quality care with local hospital teams working as part of a network of specialist care. Supporting people with health needs to prevent unnecessary hospital admission and receive care in the most appropriate setting.

### Single point of access

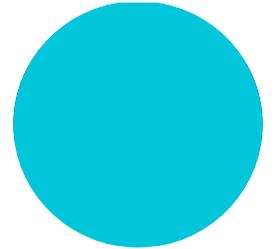
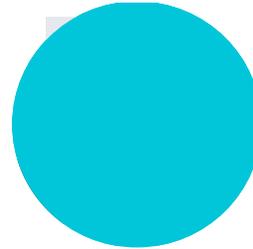
A single point of access for care coordination and navigation for all health, care and prevention services. To help ensure rapid and timely access and effective co-ordination for professionals and patients.



<https://walsallccg.nhs.uk/about-us/walsall-together>

# Involvement and Consultation

In the Black Country **transformational work is already underway** – partner organisations are already busy involving local patients, partners, staff and clinicians on their plans.



**Transformational  
work already  
underway**

- Black Country communications and engagement leads group established
- Communication and Engagement Strategy – ‘*Together Once*’ in place
- Communications and engagement leads embedded in transformation work streams
- Continuing to build on the work locally around **involvement & consultation**
- Recognise that there is more to do

# Thank You

## Observations & Questions

