

## **Health and Wellbeing Board – 7 September 2015**

### **Strategic Transformation Update**

#### **1. Purpose**

To update the Health and Wellbeing Board about the development of strategic transformation plans for Walsall.

#### **2. Recommendation**

Health and Wellbeing Board is asked to note the development of the Strategic Transformation Programme.

#### **3. Report detail**

##### **Introduction**

The members of the three NHS Boards (Walsall Clinical Commissioning Group, Walsall Health Care Trust and Dudley and Walsall Mental Health Partnership Trust), the two emerging GP Federations, senior officers from the Council together with the Chair of the Health and Wellbeing Board and the Chair of the Health and Social Care Overview and Scrutiny Committee, met in July 2015 to consider how they are going to work together to establish closer working relationships. This Partnership was born out of the recognition that the challenges to be tackled to create service and financial sustainability in Walsall are of such a significant scale that no single organisation will be capable of resolving its own issues without very close working with all other partners in the Borough.

As commissioners and local leaders of the health system in Walsall, the Clinical Commissioning Group (CCG) Governing Body has been engaged for some time in the development of a joint programme of strategic transformation that takes our local health and social care system beyond the short and medium term arrangements that the CCG have already put into place to help us manage the current set of challenges, towards a shared vision for the future.

Health and Social Care leaders across the health and social care system in Walsall have committed to working together to develop a shared vision for our local system. There is recognition that our local partnership is built on the shared belief that by working together, the Partnership will be in a stronger position to exploit new opportunities to provide more joined up health and social care which produce better outcomes for people of Walsall.

The Partnerships local plans for transformation are underpinned by national policy direction as set out in the 'NHS Five Year Forward View' which supports the need for strategic transformation of health and social care as a means of fundamentally improving outcomes for service users.

## **Our Shared Vision**

The Partnership are therefore developing a shared vision of a system commissioning and providing integrated care closer to home, together with a joined up public health, prevention, and self- help agenda which enable us all to support people to remain well and independent for as long as possible. This will help the Partnership to:

- Respond to rising demand for health and social care and ensure we are able to build sustainable health and social care services for our population. The four organisations providing health and social care in Walsall have committed to work together to deliver integrated care for our area.
- Our commitment to working together is designed to support a shift away from reliance on the hospital and institutional bed-based care towards early detection, prevention and intervention and the provision of more care and support for patients in their own homes or an ambulatory or outpatient basis. This approach will also see us working more closely with community and third sector organisations to support a more community focused approach to care.

## **Progress to date**

The Partnership has begun to make a series of changes that will support us in the delivery of this vision:

- The three NHS Boards and GP Federations in Walsall along with senior leaders and the Council's Cabinet portfolio holders have agreed to work together to develop and implement our shared vision.
- The Partnership have agreed a high level case for change and have recognized that we need to face up to the difficult challenges ahead as early as possible
- The Partnership have agreed to develop a change programme for transformation which will require system wide leadership to enable us to deliver better health and social care outcomes for the people of Walsall.
- The Partnership has agreed to develop joint leadership and governance arrangements to enable us to deliver our vision. A joint Transformation Board will be established to facilitate this arrangement.

- The Partnership are in the process of developing a number of short to medium term plans to improve the way different parts of our health and social care system work together to deliver urgent care to our local communities. A number of priority areas for improvement over the next 9-12 months in readiness for this winter. The detail of these plans is currently being finalized and will be shared at the next away day which is currently scheduled for 22<sup>nd</sup> September 2015.

### **What do we need to do next?**

- Build on existing joint leadership across the health and social care system to enable the Partnership to strengthen both integrated commissioning arrangements and new models of service delivery in the community.
- Establish a set of enabling arrangements for health and social care which will help the Partnership deliver our vision successfully. Shared governance is in the early stages of development for our partnership. We are proposing to establish a Transformation Board 'Healthy Walsall Partnership' as the formal vehicle for agreeing a single transformation plan and joint decision making authority to deliver this.
- Give urgent consideration to the resources required to implement the joint transformation plan. The Boards have agreed to the appointment of a Programme Director with the necessary Programme Management Capacity to deliver agreed actions.
- Undertake a detailed modeling exercise regarding health and social care services in Walsall. This will entail a detailed demand and activity model for each organization to enable us all to understand future changes in demand, activity and financial implications, and agree a joint strategy to address subsequent pressures. This work is due to commence shortly.
- Use the findings of the above work to design new models of care that meet system challenges.
- Ensure the necessary systems and processes are put in place to create the flexibility to use resources across our organizations and across health and social care to support the development of the right services in the right place.
- Ensure the partnership has robust governance arrangements to provide flexibility of institutional arrangements to enable the development of partnerships / joint ventures to commit resources and jointly invest in services provided across a number of organisations e.g. an Older People's Hub providing multi-disciplinary assessment across health and social care organisations.
- Develop appropriate arrangements to enable the partnership to share risk and develop incentives to provide care at home wherever possible.

Develop a communication and engagement strategy to engage with the public and wider stakeholders on how to communicate and take everyone on the journey.

Salma Ali  
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Walsall CCG

**Date 27<sup>th</sup> August 2015**