

Health and Wellbeing Board

7 December 2015

Strategic Transformation Update

1. Purpose

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

2. Recommendations

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

3. Report detail

The Health and Wellbeing board will have previously received reports updating them on the progress being made with the Healthy Walsall Strategic transformation programme. As the committee will recall 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 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 portfolio holders from the Local Authority have agreed to work together to develop and implement our shared vision. Three board meetings have now taken place and there is growing commitment to a shared endeavour to secure a sustainable health and social care system for Walsall people.
- The Partnership has agreed a high level case for change and has recognized that we need to face up to the difficult challenges ahead as early as possible. A series of demand and activity modelling workshops have now taken place to enable a better understanding about the future shape of demand for health and social care services over the next 5 years. This will enable the board to generate a series of options regarding how this demand will be met by the system in the future.
- 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. A 'logic model' to support this endeavour has now been commissioned and will be developed over the next few months.
- 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. Terms of reference have been agreed and signed off by the membership.
- The Partnership have now developed 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 immediate priority areas for improvement over the next 9-12 months have been agreed in readiness for this winter. The Board received a progress update against these plans and noted that although there is still much to do, early progress against plans has been made.
- Agreement has been reached on the resources required to implement the above programme and approval for some short term interim programme management has been secured.

4. Implications for Joint Working arrangements:

- At the last meeting the partnership agreed that it now needs to focus the agenda on strategic planning to ensure a sustainable health and social care system for the people of Walsall. Future meetings will build on this agenda whilst overseeing progress against the short term improvement actions. The four respective Chief Officers of the partnership organisations were asked to set out a joint proposal for doing this in readiness for the next meeting.

- The importance of building strong clinical engagement was emphasised at the last board meeting and it was agreed that a proposal setting out plans for this would form an important aspect of the programme of work going forward.
- Build on existing joint leadership across the health and social care system to strengthen integrated commissioning arrangements to enable the commissioning of new models of service delivery in the community.
- 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.
- Secure short term programme management capacity and implement medium term recruitment plans to secure capacity for the programme.
- 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.

The next meeting of the Partnership Board will take place in January 2016.

5. Health and Wellbeing Priorities:

Safeguarding: 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.

Salma Ali
Accountable Officer
Walsall CCG