

# Black Country and West Birmingham

## Long Term Plan

17 September 2019



# Our health and care partnership

- **1.4 million population** across the Black Country and West Birmingham
- **18 partners** (4 Hospitals, 2 Mental Health Trusts, 5 Local Authorities, 4 Clinical Commissioning Groups, Community Trust, Ambulance Service, NHS Midlands)
- **Five localities**
- **216 GP Practices** (34 Primary Care Networks)
- **Shared vision** for improving health and care.



# Our service quality challenges

- Timely access to services challenged by increasing demands – for example access to GP appointments, mental health services and some cancer services
- Requirement to deliver high quality services across seven days
- Provide care and treatment focusing on the whole person, including their physical and mental health needs
- Clinical workforce challenges that may lead to some services not being sustainable in the future
- All our services need to be of high quality.

**Highest quality services, in the right place at the right time.**



# Our financial challenges

- If we continue with our current service model, the system will be financially unsustainable
- Historical underinvestment in estates and infrastructure
- Service demand and costs have risen for hospital based care
- Subsequent underinvestment in mental health, community and primary care services
- Significant financial pressures facing Local Authorities. Particularly in relation to Public Health, Adult Social Care and Children's Social Care services.



# Our health challenges

- Our communities are highly diverse and many people face complex issues that affect their health and wellbeing:
  - Higher numbers of people experiencing mental health problems
  - Adult and child obesity
  - High infant mortality
  - Dementia, respiratory disease, cardiovascular disease and diabetes
  - Substance misuse admissions
- Ageing population
- People living with more long-term conditions
- Health inequalities around life expectancy and healthy life expectancy are not improving



# What you have told us already...

During April and May, each Local Healthwatch across Black Country and Birmingham engaged with the public. (Over 1500 surveys were completed and over 200 people took part in focus groups). The key themes were:

- **Information, signposting and health education** - People told us that they needed improved access to timely information and signposting to support them to self-care. This includes more accessible information which meets their needs i.e. easy read, no jargon.
- **Access to Services** - People want quick, timely access to professionals for diagnosis, treatment and support. This includes improved access to GP appointments and mental health services. Following diagnosis individuals want effective signposting to information and services that empower them to self-care.
- **Support in their communities** - People valued support and services in their areas through the voluntary and community services and want this to be supported and increased utilising community assets. Individuals identified key roles or 'one stop shops' as important to access information and services quickly.
- **Ongoing Engagement and Involvement** - People value being involved and welcome ongoing conversations about health and social care. Individuals want to see more engagement take place to share their experiences and ideas.



## What you have told us in Walsall....

- People want **timely access to primary care services**
- There is strong support in the local community for **joining up health and care services** in Walsall
- **Patient education** on how to access appropriate services is important
- More public awareness of **NHS 111 and self-care advice** is needed
- More patient education is needed to **prevent ill-health / raise awareness of health campaigns.**



# Developing a Long Term Plan for the Black Country and West Birmingham?

- Opportunity to work with local people, our health and care partners and staff to develop a plan that is locally owned and delivers the national ambitions
- Making health and care in the Black Country and West Birmingham sustainable
- To support a workforce that is fit for the future and create a system of health and care organisations that are seen as employers of choice
- To support local people with the knowledge and skills to have more choice and control over their own health and care
- Recognising our collective strength in working together to resolve our common challenges.





## Our vision



**Working together to improve the health  
and wellbeing of local people.**

# Our priorities

## **1. We will ensure our local health and care system is fit for the future**

- Develop our Primary Care Networks
- Organise health and care delivery around our five 'places'
- NHS organisations will work closer together to provide services
- Commissioning with a single voice
- Become an Integrated Care System

## **2. We will deliver the best quality of care for our population**

- Deliver the clinical priorities set out in our Clinical Strategy
- Implement a new quality framework to improve consistency and reduce inequalities
- Collaboration of NHS organisations to provide services facing sustainability challenges

## **3. We will work together to be a sustainable health and care system**

- Sustainable people and communities
- Financially sustainable
- Sustainable workforce

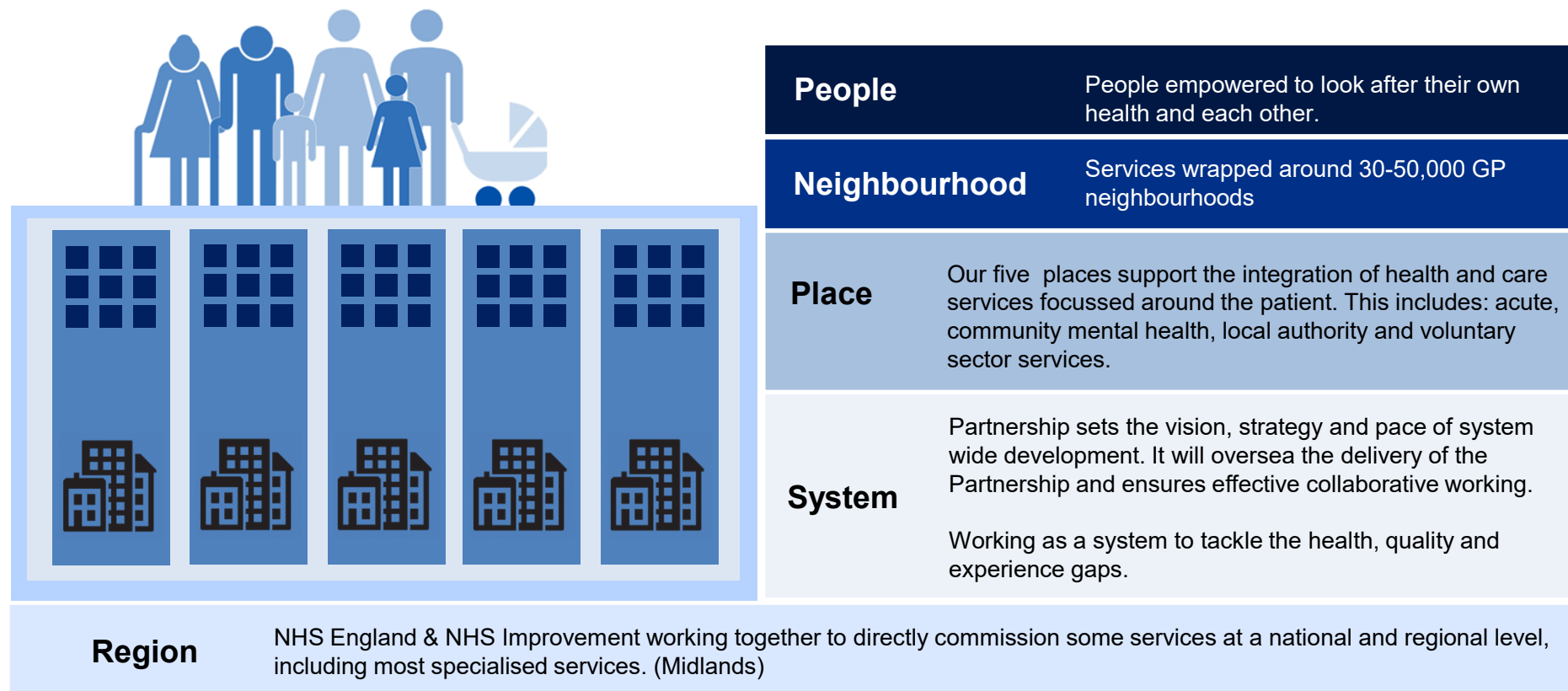


# Long Term Plan Ambition

- A new service model for the 21<sup>st</sup> century
- More NHS action on prevention and health inequalities
- Further progress on care quality and outcomes
- NHS staff will get the backing they need
- Digitally-enabled care will go mainstream across the NHS
- Supporting wider social goals.



# Future model for delivering integrated care



# A new service model for the 21<sup>st</sup> century in Walsall

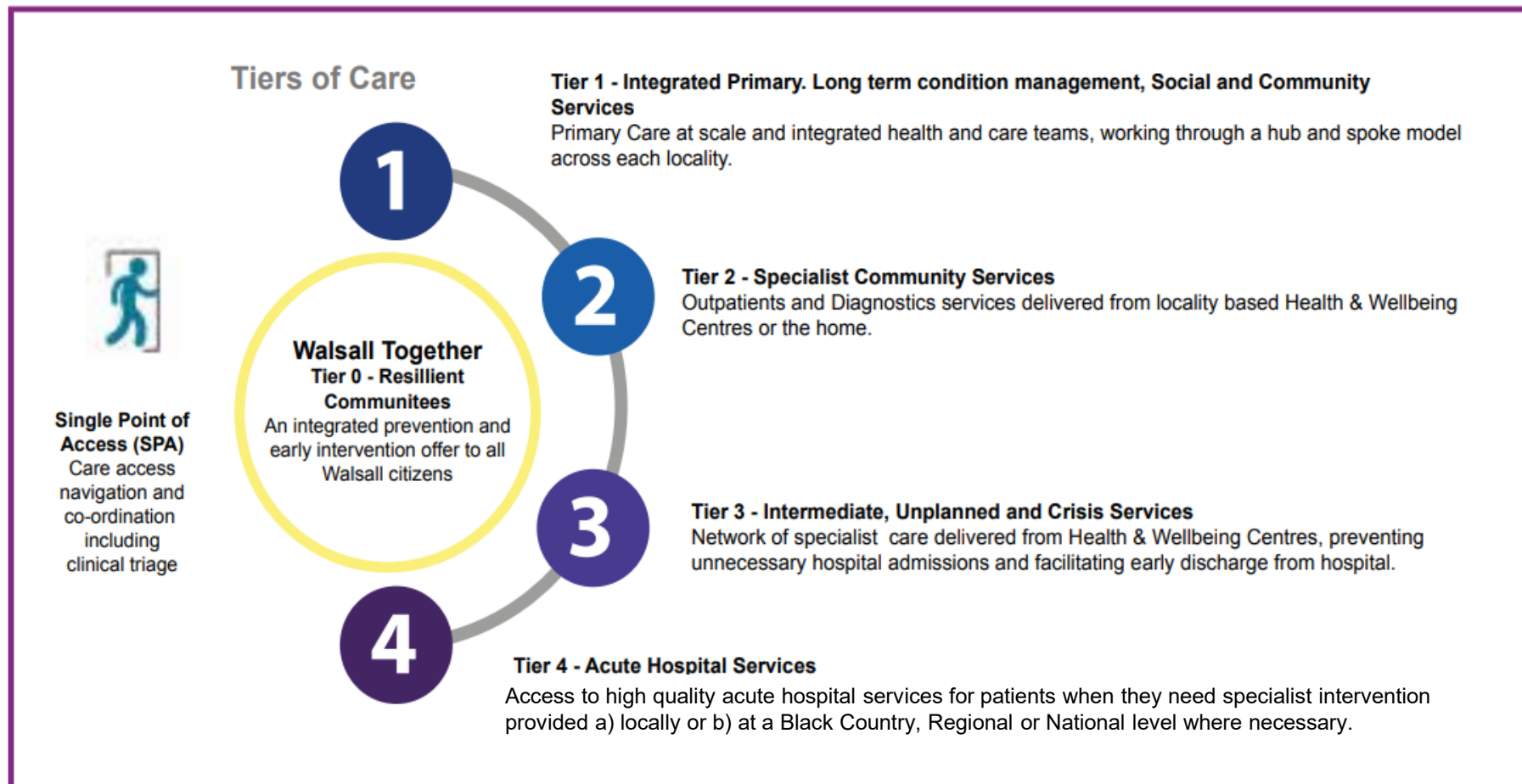
- Improving the health and wellbeing of local people
- Increasing the quality of care
- Financial sustainability

## System Partners

- Walsall Healthcare NHS Trust (WHT)
- Walsall Clinical Commissioning Group (CCG)
- Dudley & Walsall Mental Health NHS Trust (DWMH)
- Walsall Council (Social Care and Public Health)
- Primary Care Networks (PCNs)
- One Walsall (Council for Voluntary Services)
- Walsall Housing Group (representing the housing sector)



# Walsall Together – Clinical Operating Model



# What are we already collaborating on



Action plan to  
**transform  
maternity**  
services in place



Maternity Voice  
Partnerships  
in each locality



**New** Black Country  
Pathology Service



**New** Perinatal Mental  
Health Community Service  
launching



**Individual Placement  
Support** (IPS) service in all localities



Walsall and Wolverhampton **Stroke  
Service Reconfiguration**



Demonstrator site for  
**personalised care**

**Transforming Care  
Partnership**



For people with learning disabilities and/or autism



Black Country and  
West Birmingham named  
**GP retention  
intensive** support site



# What will be different in 5 years time?

- ✓ Integrated care in each place with a focus on improving population health, improving coordination of care and reducing demand on urgent care services
- ✓ Social prescribers supporting people to connect with their community and reduce social isolation
- ✓ Improved rates of immunisation and screening
- ✓ New alcohol care teams, tobacco treatment services, and diabetes prevention programme
- ✓ 50% reduction in stillbirth, neonatal and maternal deaths and brain injury
- ✓ Improved one and five-year cancer survival (75% of cancer patients diagnosed at stage 1 or 2 by 2028)
- ✓ Half the amount of people with a Learning Disability in inpatient care (by 2023/24).





# What will be different in 5 years time?

- ✓ At least 75% of people with a learning disability will receive an annual physical health checks
- ✓ Increased investment for mental health services and for primary and community care
- ✓ Less NHS Staff leaving the service (retention rate to improve by at least 2%)
- ✓ Digital first – priority options (online/telephone) for outpatient clinics, GP appointments
- ✓ A single Mental Health Trust for the Black Country
- ✓ A single Commissioning voice
- ✓ More collaboration between hospitals
- ✓ A financially sustainable health system
- ✓ New investment in estate.



# Our commitment

## For our population:

- People won't see organisational boundaries, services will be seamless
- People will have access to services in the right place, at the right time including new digital options
- People will only need to tell their story once
- People will be empowered to look after their own health
- People will be supported to look after others.

## For our staff:

- The work environment will be experienced as positive
- Organisational boundaries will not be obstacles to overcome
- Staff health and wellbeing will be well looked after
- Opportunities to develop.

## For our system:

- We will transition towards being an Integrated Care System by April 2021
- We will commission with one voice, with one Accountable Officer
- Each of our places will have an integrated provider
- Hospital will work together to deliver services
- There will be a single Mental Health Trust across the Black Country and West Birmingham
- Our system will be supported through values-driven recruitment.



# Developing our local plan

NHS **Long Term Plan** published January 2019

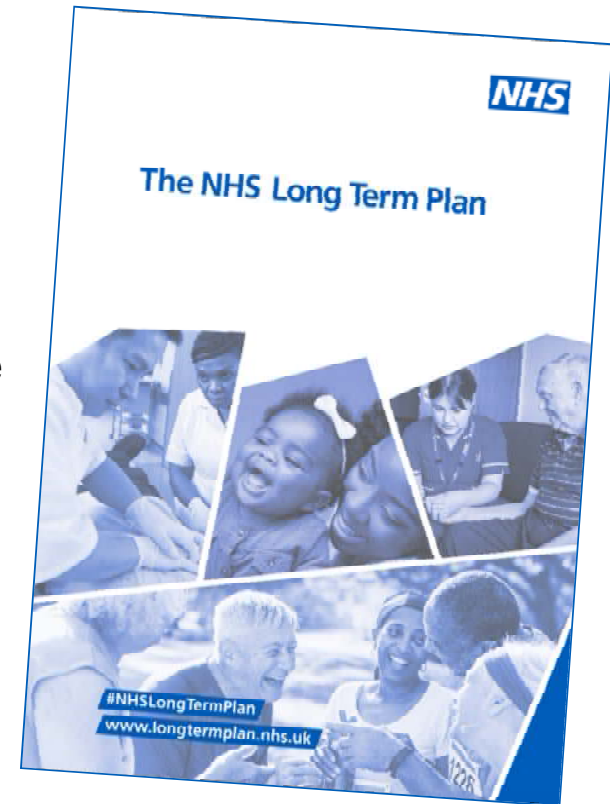
- Real focus on collaboration, moving away from market, competition and transacting

## Engagement

- Healthwatch led engagement (1500 surveys, 200 people attending events)
- Staff engagement (events and survey)
- Introducing the draft plan (public events, Health and Wellbeing Boards, Governing Bodies)

**Final version production** (October)

**Publication** (November)



Questions?

Comments?

Views?

Concerns?



## Help us to finalise this plan

As we move to produce a final plan for submission to the national team and eventual publication in November we are keen to hear your thoughts:

- **Are we representing the challenges correctly?**
- **What is the area that you feel will make the most difference to the health and wellbeing of local people and why?**
- **Are we missing anything?**
- **What is the role of people and communities in delivering this plan?**



**Thank you.**

