

Health and Wellbeing Board

20th June 2016

Update on the Development of the Black Country Sustainability and Transformation Plan and the Walsall Together Programme.

1. Purpose

This paper provides a progress report to the Health and Wellbeing Board on the development of the Black Country Sustainability and Transformation Plan. It outlines the implications for Walsall and describes how health and care partners in Walsall propose to work together to transform services.

2. Recommendations

2.1 The report is presented to request the views of the Health and Wellbeing Board in relation to:

- Progress in the development of the Black Country Sustainability and Transformation Plan.
- Proposals for the development of the Walsall Together programme.

3. Black Country Sustainability and Transformation Plan

3.1 The NHS has published national guidance which requires health and social care organisations to work together to produce a place-based Sustainability and Transformation Plan (“STP”). Partners in Walsall are developing the STP as part of a wider footprint which also includes Wolverhampton, Dudley, Sandwell and West Birmingham.

3.2 The sponsor group for the Black Country STP, comprising senior officers of NHS organisations and local authorities within the STP area, has agreed four principles to guide the development of the plan:

Subsidiarity – building on local arrangements and partnerships

Mutuality – acting together to maximise access to development funding

Added Value – avoiding duplication or compromise of existing work/partnerships

No boundaries – not allowing the creation of the STP to create new boundaries that compromise the delivery of care

- 3.3 Working is continuing to develop the STP submission, with a particular focus on where collective action across the Black Country footprint will add greatest value. It is anticipated that this will include:
- Tackling unwarranted variation – identifying pathways and care standards which, applied consistently across the Black Country, will improve outcomes for patients and reduce health and care costs.
 - Opportunities for collaboration between the four acute hospital providers, including through the Black Country Alliance.
 - Opportunities for collaboration in the provision of specialist mental health and learning disabilities services.
 - Working together to address shared workforce issues.
 - Each of the four Clinical Commissioning Group/Local Authority areas within the footprint developing local solutions to the integration of out-of-hospital services, including a greater focus on prevention.
- 3.4 The deadline for submission of the STP is 30 June. These plans will form the basis for a conversation with the national leadership in the NHS during July and will be a key part of a subsequent managerial process to inform decisions about the geographical targeting of growth in the intervening years to 2020. As such, the submissions are recognised to be “work in progress”. There is no requirement for board approvals and/or consultation at this early stage but an expectation that there will subsequently be more formal engagement with boards and partners.

4. Walsall Together Programme

- 4.1 The Health Walsall Partnership Board was established in 2015 as a partnership between Walsall CCG, Walsall Healthcare NHS Trust, Walsall Council and Dudley and Walsall Mental Health Partnership NHS Trust. The purpose of the Partnership was to improve the health of the people of Walsall through the establishment of an integrated health and social care system for the borough. It was agreed that the focus of the work in the first instance would be upon improving care provided to older people and that, thereafter, the Board would provide collective leadership to developing strategic plans to build a sustainable health and social care system for the people of Walsall.
- 4.2 Two workshops have recently been held to take stock of the work of the Healthy Walsall Partnership Board. The workshop included members of the Partnership Board. The main conclusions from the 1st workshop were:
- The Walsall health and care system faces very substantial challenges now and over the next five years – addressing health inequalities and

improving the quality of health and care services which making very significant financial savings.

- Whilst relationships between partner organisations were generally good, the Partnership had not made as much progress as everyone would have hoped on the work programmes that had been agreed as priorities when it was established.
- The principles and purpose on which the Partnership Board was founded provide a sound basis on which to move forward, but a different and more effective delivery approach was needed to develop and implement a whole-system transformation plan for health and care in Walsall.

4.3 Having agreed a number of actions at the first workshop the second workshop focussed on how the issues identified should be addressed. The main outcomes from the workshop where:

- It was agreed that the partnership transformation plans and programme should be known as “Walsall Together”.
- The partnership will agree a shared vision through which the purpose and aspiration of the programme can be clearly communicated to stakeholders and the wider public.
- A more rigorous approach will be adopted through which the programme will develop and control its activities. This approach will be managed through a Programme Management Team comprising senior staff from each of the partner organisations, reporting to the Chief Officers.
- Some dedicated resource will be needed to support the programme and an interim Programme Director has been appointed to establish the new programme management arrangements.
- Following a successful clinical engagement event a Clinical Reference Group will be established as a formal component of the Partnership governance structure. Public and patient engagement will also be strengthened, building on the arrangements that have been put in place by the Health and Wellbeing Board.
- The following priority work-streams were identified to be taken forward through the Walsall Together programme:
 - Locality Teams
 - Access
 - Resilient Communities
 - Intermediate Care
 - Health of Very Young Children/infant mortality
 - End of Life care
 - Dementia
 - Diabetes prevention and self-care
 - Information Technology

4.4 The Walsall Together proposals were discussed at a meeting of the Health and Wellbeing Board's Strategic Advisory Group held on 1 June.

5. Implications for Joint Working arrangements:

a. Financial implications:

There are no immediate financial implications. The Walsall Together programme will support delivery of the priorities and plans set out in the joint Better Care Fund plans.

b. Legal implications:

None.

c. Other Resource implications

The STP/Walsall Together programme will require staff across the partnership to work together in the planning and delivery of service transformation.

5. Health and Wellbeing Priorities:

5.1 The STP will include plans to address the health and wellbeing gap, drawing on the intelligence set out in the JSNAs of the Black Country local authorities.

5.2 The Walsall Together programme will support delivery of the priorities and plans set out in the joint Better Care Fund plans.

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