



Better **Health**, Better **Care**, Better **Value**  
COVENTRY AND WARWICKSHIRE SUSTAINABILITY AND TRANSFORMATION PARTNERSHIP

# **BETTER HEALTH, BETTER CARE, BETTER VALUE**

## **Report to Health and Overview Scrutiny Committee**

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## Introduction

The purpose of this report is to update the Coventry Health and Overview Scrutiny Committee (HOSC) on the “Better Health, Better Care, Better Value” programme. The report will focus on the progress, challenges and key deliverables of our STP work programme for the next 12 months. The key deliverables are outlined in Appendix 1.

## Leadership and Governance

‘Integrated Care System’ (ICS) - Aspirant ICS Development Programme

The STP and NHS England recognised that additional support was required to deliver the transformation of the Coventry and Warwickshire STP to a Shadow Integrated Care System (ICS) by 2019.

In order to support this, NHS England has invested in a large system-wide capability development programme for senior leaders and their teams. This will enable system leaders to develop the skills and expertise they need to manage today’s challenges whilst being equipped and be ready for tomorrow’s transformation across the health and social care system.

The system leaders have completed a 12-week programme aimed at developing the leadership capability of senior teams across the following learning streams:

- Building a whole system strategy and plan
- System level financial planning
- Integrated governance
- Executing and implementation

### Next Steps

- A plan will be presented to NHS England in August, which will highlight what actions will be taken and in what timescales to reach Shadow ICS by April 2019.

## Transformational work programmes

- Proactive and Preventative
- Planned care
- Urgent and emergency care
- Maternity and paediatrics
- Mental health and emotional wellbeing
- Productivity and efficiency

### 1. Proactive and Preventative

The Proactive and Preventative programme is galvanising effort, expertise and resources to stimulate a step change in commitment to prevention across the health and wellbeing system.

#### Progress to date

- Concordat and Place Design for health and care in Coventry and Warwickshire endorsed by Place Forum on 16 July and communicated widely via various routes e.g. press release, partner websites and social media.
- Ongoing collaboration meetings with STP workstream leads on Planned Care and Mental Health and Emotional Wellbeing to identify opportunities for embedding prevention and early intervention.





## Challenges

- Opportunities to identify and embed prevention and early intervention opportunities in other STP workstreams. The timing of activity is to be aligned.

## 2. Planned Care

The STP Planned Care delivery plan is currently being developed, focusing on high-quality, sustainable care for residents of Coventry and Warwickshire.

### Progress to date

- A transformation plan and narrative has been developed which incorporates both national and local priorities. The plan was submitted to NHSE on 23 July 2018. A final plan is to be submitted in August, this will trigger implementation.

## 3. Urgent and Emergency Care

The objective of this programme of work is to deliver enhanced patient care through increased services and better access to urgent and emergency care. The work programme's priorities are being realigned according to national milestones, focusing on improving the following areas:

- NHS111
- Ambulance response times and handovers
- Hospitals – improving patient flow and developing an ambulatory emergency care service and an acute frailty service
- Mental health and urgent and emergency care
- Urgent and emergency care technology

### Progress to date

- The Urgent and Emergency Care, at the time of reporting, is focusing on both national and local priorities. A single, comprehensive plan for the STP has been drafted and was presented and discussed at the Coventry and Warwickshire A&E Delivery Board on 20 July.
- The Frailty lead has commenced work on the frailty peer review. A formal meeting will take place in August 2018.

## Challenges

- There is an opportunity to review the function of the Coventry and Warwickshire A&E Delivery Board, so that it delivers both operational functions as well as system transformational deliverables, with the involvement of all partners.

## 4. Maternity and Paediatrics

The purpose of this programme is to ensure that women, their babies and their families can access the services they choose and need, as close to home as possible.

### Progress to date

- Work is taking place to develop the Paediatrics element of the programme.
- Implementation of the West Midlands Neonatal Review. This forms part of the choice and personalisation workstream, which was relaunched in early June.
- LMS communications and engagement strategy to be reviewed by the LMS Board in August.
- Engagement with key stakeholders to develop the pre-consultation business case.



## 5. Mental Health and Emotional Wellbeing

Mental Health and Emotional Wellbeing is an integral part of Better Health, Better Care, Better Value. It considers a new approach to supporting positive mental health and emotional wellbeing, while continuing to meet the needs of those experiencing mental illness and clinical approach i.e. episodic and long-term needs.

The ambition is to deliver the right care, at the right time, in the right place for people living in Coventry and Warwickshire who have mental health and emotional wellbeing needs, focusing on:

- Step change in prevention
- Early intervention
- Supporting people to actively participate in their own self-care
- Wellbeing and recovery.

### Progress to date

- Community Resilience: Suicide Prevention Stakeholder Workshop (11 July) with a wide range of stakeholders (including West Midlands Police, Fire Service and suicide bereavement services) in attendance. The feedback from this workshop will inform the project plan.
- Primary Care: Primary Care Offer workshop (4 July) to link the Primary Care workstream with the Out of Hospital programme. Next steps include developing actions to align the workstream to Out of Hospital primary care clusters to deliver the outcomes and address the priorities.
- Delivery of NHS England-funded project for physical health checks for people with serious mental illness (PHCSMI): logic model has been developed by the Steering Group and a workshop has been held with stakeholders to further refine the plan.
- Specialist Care: Blueprinting the model of delivery for Specialist Care Services: CWPT third Community MH Blueprinting session held on 2 July.
- Acute and Crisis Care: Safe Haven Model implementation (part of Acute and Crisis Care workstream). First Task and Finish Group meeting took place on 16 July.

## 6. Productivity and Efficiency

The aims of this programme are:

- To reduce the cost of back office functions across the system through consolidating functions, standardisation and adopting best practice across the footprint
- To consolidate clinical support services that are duplicated across the footprint to reduce variation, achieve economies of scale and create efficiencies
- To review all other options around consolidation to maximise efficiencies.

### Progress to date

- Exploration of Shared Finance System Initiative across the four secondary care organisations, with an ambition to have a shared finance system across four organisations
- Solution workshops are to be scheduled to identify what service(s) will be required. Proposal re: options and pricing to follow.

### Challenges

- Resources to manage change and the finance system procurement process.





## Enabling work programmes

The enabling work programmes underpin the 'transformational' work programmes and will help enable change across our STP.

They are:

- Digital health
- Estates
- Workforce

### 7. Digital Health

This programme aims to deliver an integrated health and care system that will enable all stakeholders to become the healthiest community in the UK. In allowing all systems to be integrated this will reduce duplication and medication/care errors, enable integrated working, and, most importantly, improve patient experience across the nine partners of the Coventry and Warwickshire STP.

#### Progress to date

- Workshop with Directors of IT took place in May 2018. Outputs included the identification of projects that can be delivered in the next 18-24 months
- Work currently underway to scope the identified projects for prioritisation at the Digital Transformation Board in September
- Work is beginning on the refreshed Local Digital Roadmap

#### Challenges

- Limited technical capacity to identify and implement technical solutions
- Standardising IT maturity levels across partners

### 8. Estates

The aims of this programme are:

- Developing an integrated and collaborative estates solution that explores synergies across the strategic footprint
- Optimisation of the most effective and flexible utilisation of the estate
- Identification of resource options to support delivery of estates strategy, to include external partners.

#### Progress to date

- Development and submission to NHS England of draft Estates strategy
- The submission of five capital funding bids to NHS England
- Identification of baseline Carter metrics for use across the strategy.

#### Challenges

- Opportunities to identify needs within other STP programmes. The timing of activity is to be aligned.



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## 9. Workforce

### The key priorities for this are:

- Recruitment and retention of the clinical workforce
- Development and embedding of new roles, and roles working differently
- Skills development for existing workforce
- Development of career pathways

### To support the delivery of these priorities, four key enablers have been identified:

- Education
- Leadership and Organisational Development
- Engagement and communication
- Workforce planning

### Progress to date:

- Local audit of programmes to ascertain workforce needs has begun
- Workforce Lead starting in September 2018 to support programme's long-term workforce aspirations
- Local Workforce Action Board reconfiguration to support the delivery of the workforce priorities

## Related Work Programmes

## 10. Stroke configuration

### Progress to date

- Programme leads participated in a next stage NHS England Assurance Panel on 25 May. The Panel was impressed by the progress that the programme had made since the strategic sense check in May 2017. They assessed that the programme had partially met the requirements, but further work and evidence was required prior to being ready for consultation.

### Challenges

The key factors they require further evidence are:

- Workforce planning: the Panel asked for greater detail that includes plans for sustainability of the workforce proposals and more details on the overall impact on providers.
- Further evidence of "stress-testing" the proposals for times of peak demand on hospitals. We provided evidence in the usual sensitivity analysis, but they asked for further evidence that demonstrates the proposals are workable at times of peak demand.
- Confirmation that the West Midlands Clinical Senate are satisfied that we have met the recommendations from their comprehensive review in 2016.

We met with the West Midlands Clinical Senate in July to present progress against the recommendations. The Senate have been assured that the recommendations have been actioned, and that the programme has already made improvements in our \*Sentinel Stroke National Audit (SSNAP) data and Speech and Language therapy.



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## Key Milestones

- NHSE Assurance Panel will be confirmed with NHS England shortly by October 2018

\*Note: The Sentinel Stroke National Audit Programme (SSNAP) is the single source of stroke data in England, Wales and Northern Ireland. There are three main components of SSNAP: clinical audit, acute organisational audit and post-acute organisational audit.

## 11. Out of Hospital services

The Out of Hospital programme seeks to develop a new operating model with multi-disciplinary teams built around place-based primary care clusters with populations of up to 50,000. This includes the following:

- Redesign care pathways for high prevalence conditions
- Integrated single point of access into out of hospital services
- Link to hospital front and back door to promote admission avoidance and reducing delayed discharges
- Integrate digital patient records and use of population health planning to ensure provision is place-based and health and social care are aligned.

## Progress to date

- Functional governing structures in place to provide assurance for the delivery of the programme e.g. all partners included on the Out of Hospital Design Board and Programme Board
- Monthly joint steering groups with SWFT aligned with the Out of Hospital model across Coventry and Warwickshire
- Engagement is underway with patients, stakeholders and staff regarding the programme of redesign
- Primary Care Cluster leadership in place to support the development of place-based teams
- Integrated Single Point of Access (iSPA) to provide a single point of contact for integrated care is in place
- IT hardware is in place and care notes are being used to capture clinical activity
- Specific forms and reports have been generated within care notes to enable triage and monitoring of progress through the iSPA (Implemented April 2018).

## Challenges

- Interoperability of patient records
- An options paper is being developed to provide recommendations for a solution that will provide a shared patient record between CWPT, GPs and other system partners, to be completed by November 2018.





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## Appendix 1 – Programme Milestones over the coming months

### Proactive and Preventative Care – Delivery Milestones

#	Proactive and Preventative Delivery Milestones	Timeline
1	Finalise Year of Wellbeing Delivery Plan and draft outcomes framework for the November Place Forum	Aug 2018
3	Award of tender for iBCF prevention projects evaluation programme	Aug 2018
4	Recruitment of project staff for Care Home Nutrition and Hydration project and sector-based training programme development and delivery	Sept 2018
5	Governance framework, place-based outcomes and place dashboard finalised	Nov 2018
6	System readiness work for Year of Wellbeing completed	Dec 2018
6	Year of Wellbeing launched	Jan 2019
8	Engagement framework finalised	Mar 2019
9	Community capacity pilots implemented	Mar 2019
10	Benefits review carried out	Jan 2020

### Planned Care – Delivery Milestones

#	Planned Care Delivery Milestones	Timeline
1	Musculoskeletal (MSK) Triage: MSK Triage with 100% rollout across all CCGs for all four pathways and procurement of community MSK pathways	Oct 2018
2	Chronic low back pain (spinal) - develop an enhanced MSK service	April 2018
3	All systems to detail the demand management programmes they have in place locally to manage referral activity	April 2019
4	Ophthalmology: Eye health capacity review - draft proposal completed	Dec 2018



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5	External audit of current policies and practices completed	Nov 2018
6	Pilot of electronic Referral System (eRS) *Capacity Alerts established	April 2019
7	NHS England confirm plans to pilot Capacity Alerts and roll out these plans	Oct 2019
8	Advice and guidance services in specialties that cover up to 75% of referral base established	April 2019

### Urgent and Emergency Care – Delivery Milestones

#	Urgent and Emergency Care Delivery Milestones	Timeline
1	UEC delivery plans to be finalised and agreed by each local A&E Delivery Board	Aug 2018
2	National milestones to be incorporated into the future STP highlight reports for Urgent and Emergency Care to provide system assurance	Sept 2018
3	Outpatient Parenteral Antimicrobial Therapy (OPAT): delivery of intravenous antibiotics in out of hospital settings	Sept 2018
4	Discharge to Assess: establishing mechanisms to support people to return to their home for assessment	Sept 2018
5	Establishing *Frailty Supporting mechanisms	Oct 2018

\* Frailty is defined as a loss of resilience that means people living with frailty do not bounce back quickly after a physical or mental illness, an accident or other stressful event

### Maternity and Paediatrics - Delivery Milestones

#	Maternity and Paediatrics Delivery Milestones	Timeline
1	Communication and engagement approach developed	Sept 2018
2	Strategic outline case developed	July 2018
3	Options for delivery developed and appraised	Dec 2018
4	Present completed business case to LMS Board	April 2019
5	Integrated impact assessment completed	March 2019
6	Equality Impact Assessment (QIA) completed	March 2019



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7	Present completed business case to STP Board	May 2019
8	Sign-off governance processes	July 2019
9	Confirm implementation plans	March 2020
10	New service goes live	April 2020

### Mental Health and Emotional Wellbeing – Delivery Milestones

#	Mental Health and Emotional Wellbeing Delivery Milestones	Timeline
1	Acute Crisis care: Scope and develop/redesign delivery plan for implementation of Psychiatric Decision Unit within A&Es	Aug 2018
2	Agree and formalise model for expansion of Street Triage with commissioners and other stakeholders	Oct 2018
3	Implement the extension of Street Triage service and Safe Haven pilot	Feb 2019
4	Community Resilience and Engagement: Dementia Friends training and Dementia Friendly Communities programme	April 2019
5	Implement engagement events and activities	April 2018
6	Primary Care: Scope and design an integrated mental health offer for primary care/Out of Hospital Community Hubs	April 2020
7	Establishment of full GP advice line service, digital offer and navigator role in primary care	Dec 2018
8	Specialist Care: Delivery of work programme to support dementia deliverables	Sept 2018
9	Scope and agree priorities to address Multiple Complex Needs care pathways - IPS Complete Wave 2 application	Oct 2018
10	Early Intervention and Psychosis Teams – Self-assessment and actions	Oct 2018
11	Review of lifestyle services and redesign of services to support access for people with severe mental illness	Oct 2019





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12	Children and young people: specialist commissioning - Pilot for children's Intensive Support Team implementation	Feb 2019
13	Implementation of CAHMS Workforce Plan and digital offer	Mar 2020
14	Funded programme for Employment Advisors based in Improving Access to Psychological Therapies (IAPT) services	Oct 2020

### Estates – Delivery Milestones

#	Estates Delivery Milestones	Timeline
1	Agreement of STP Estates strategy, including prioritised projects for submission as capital funding bids	July 2018
2	Development of a joined-up Estates utilisation programme to support the delivery of STP Productivity and Efficiency transformation projects	Oct 2018
3	Development of an STP wide Estates "To Be" vision that responds to clinical needs, setting out strategic estates priorities and investment programme for the next five years	Jan 2019
4	Creation of an Estates programme for each clinical transformation programme, aligned to the overarching Estates vision, which together will form the master plan and design control plan for the STP	Mar 2019
5	Identify resources required to progress estates transformation projects	2018/19

### Out of Hospital – Delivery Milestones

#	Out Of Hospital Delivery Milestones	Timeline
1	Implementation of seven place-based teams	Sept 2018
2	Implementation of a single central hub	Oct 2018
3	Implementation of digital solutions	Nov 2018