



To: Coventry Health and Wellbeing Board

Date: 7th September 2015

From: System Wide Transformation

Subject: Progress Report

1 Purpose

This report provides the Coventry Health and Wellbeing Board with an update on progress for the System Wide Transformation Programme provide an overarching, high-level description of the transformation method and the governance arrangements that will be used to deliver the planned and urgent care programme.

2 Recommendations

The Coventry Health and Wellbeing Board is asked to:

- Approve the strategic aims of the System Wide Transformation Programme;
- Provide strategic direction going forward

3 Background

The 'Five Year Forward View' describes a position that without transformative system change, the local health and social care economy will not be able to address the key challenges we are facing. The NHS and Local Authorities are going through the biggest financial squeeze in history. The delivery of productivity improvements between 2010 and 2015 (i.e. over the course of the previous Parliament) has proved challenging and previous 'go to' options are largely exhausted

At the same time, demand for services has sky rocketed; key targets, such as Referral To Treatment or 4 hour A&E waiting time, are being missed across the country and the pressure on community and mental health services is mounting.

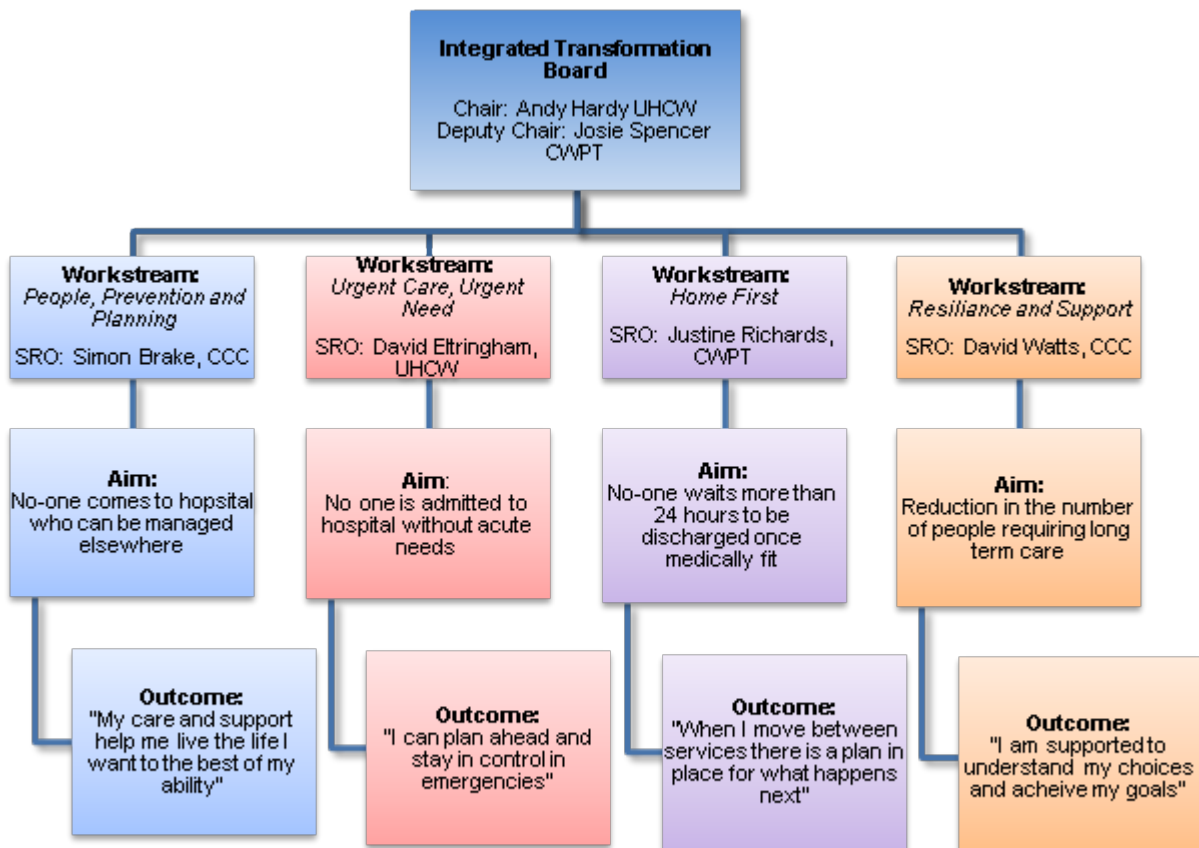
This is highlighted by the current delayed Transfers of Care pressures on the local health and social care system that are being experienced by all partners. As a consequence a radical refocus of the way health and social care partner's work together has been proposed.

A system wide transformation programme has been conceived that is tasked with designing and delivering fundamental changes across the local health and social care economy. The programme will encompass existing change programmes that are being delivered across health and social care including the local Better Care Coventry programme and the Urgent Care Programme.

4 System Transformation

Introduction

As a system leadership team we believe that to improve patient care and outcomes, the following strategic aims and system wide objectives must be achieved through the Transformation Programme made up of four key workstreams :



- **No-one comes to hospital who can be managed elsewhere**
 - Led by Simon Brake, Director of Primary Care Sustainability & Integration
- **No-one is admitted to hospital without an acute hospital need**
 - Led by David Eltringham Chief Operating Officer, UHCW
- **No-one waits more than 24 hours to leave hospital once they are medically fit for discharge**
 - Led by Justine Richards Interim Director Strategy & Business Support, CWPT
- **Reduce the number of people requiring long term care**
 - Led by David Watts Assistant Director – Adult Social Care Operations, CCC

The vision and purpose places the patient at the centre of what we do and ensures we have a single view of the patient throughout their health and social care journey.

We must transform the way that our people think and how they deliver services in the future – taking a ‘bottom-up’, empowered and process focused approach to change.

The leadership team believes that by focusing on quality, patient value and embedding a culture of team-based continuous improvement - underpinned by Systems Thinking we will:

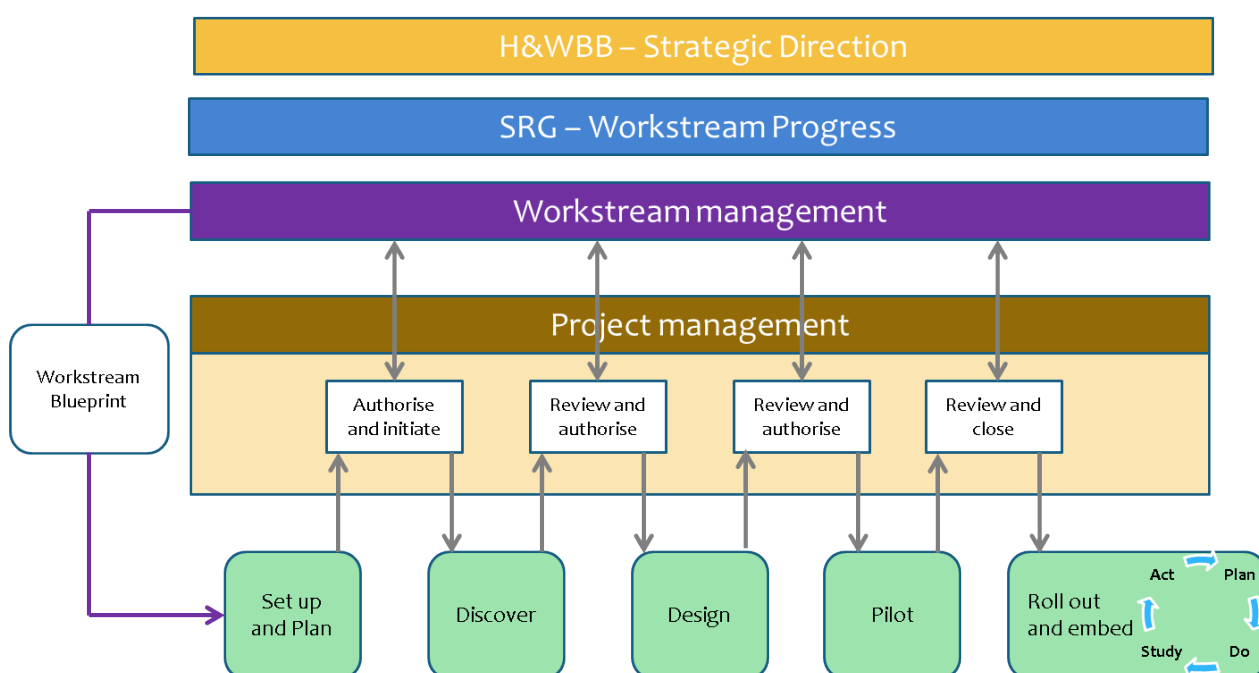
- Improve health and wellbeing, demonstrated through increased life expectancy, improved clinical indicators and increased disability free life-years.
- Improved employment outcomes
- An agreed single programme of support and service based on clinical and local population need, outcomes and care pathways, not on an organisational, sector or location basis,.
- A financially sustainable system infrastructure that supports the delivery of agreed health and social care outcomes for the population.
- A system wide regulatory, commissioning and provision system that plans, co-produces and oversees all health and social care capacity with professional, elected and the public making up its membership.

5 Governance

Each workstream is supported by a programme management office in turn feeding into the Programme Director

Monthly progress is reported through SRG where check and challenge is provided on progress

Strategic direction will be provided by H&WBB



5 Next steps

- **Agree three transformation programmes per workstream**
- **Agree the governance structure that makes it clear which organisations are accountable for each aspect of delivery**
- **Agree high level timeline and milestones for the programmes**
- **Agree common metrics for defining success by programme, and monitoring performance against them on a regular basis, we can then move towards and develop system KPI's that feed into monthly dashboards shared with all organisations in the system.**

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