

**Autumn Health & Wellbeing Summit  
For Coventry & Warwickshire HWB Boards**

**“Transformation through  
integration”**

**Storyboard**


**13<sup>th</sup> October 2016**

Members of the Health & Wellbeing Boards and Executive for Coventry and Warwickshire came together on 13<sup>th</sup> October 2016 to sign the Alliance concordat . . .



This is the second time the HWB Boards have met and marks a new chapter in our relationship. .

**COVENTRY & WARWICKSHIRE**  
Health & Wellbeing Alliance Concordat




*We will* do everything in our power to enable people across Coventry and Warwickshire to pursue happy, healthy lives and put people and communities at the heart of everything that we do.

*We will* share responsibility to transform our services whilst making circa £400m savings and efficiencies across Coventry and Warwickshire over the next five years.


**PRINCIPLES**


- We will** be bold, brave and challenging in the service of the people of Coventry and Warwickshire.
- We will** align, share and pool resources, budgets and accountabilities where it improves outcomes for the public.
- We will** focus on benefits to the public as a whole rather than organisational interests.
- We will** take decisions that we know will impact on other parts of the system, only after we have talked to each other.
- We will** streamline system governance to enable decisions to be taken at scale and pace.
- We will** design a system that is easy for everyone to understand and use.



*To achieve this we will work in alliance with each other operating with mutual respect and mutual accountability.*

Signed on behalf of Coventry and Warwickshire's Health and Wellbeing Boards.

  
Cllr Isobel Seccombe  
Chair of the Warwickshire Health and Wellbeing Board

  
Cllr Kamran Caan  
Chair of the Coventry Health and Wellbeing Board

*This is a momentous step for Coventry and Warwickshire working together around the health and care needs of our people and our shared place and I am excited to be going forward together."*

**Councillor Izzi Seccombe, Chair Warwickshire HWBB**

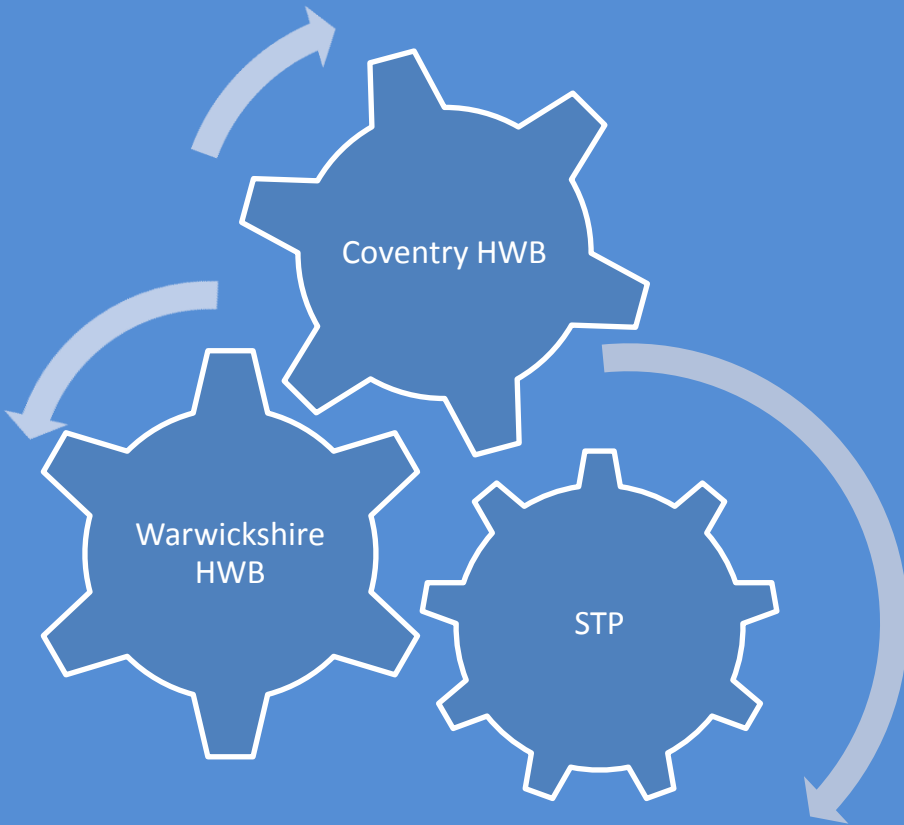
"People and communities are at the heart of everything we do and creating a partnership like this is going to help shape better futures for those that we want to support.

"This agreement allows us to work closer together to create a better system that improves the health, wellbeing and overall happiness of people and families across Coventry and Warwickshire

"We truly need to encourage innovative ideas and to be able to see positive outcomes."

**Councillor Kamran Caan, Chair Coventry HWBB**

The work of the HWB Boards and the STP are intertwined and inherently connected



*“We will do everything in our power to enable people across Coventry & Warwickshire to pursue happy and healthy lives and put people and communities at the heart of everything we do” – Coventry and Warwickshire HWB Alliance Concordat*

*“To work together to deliver high quality care which supports our communities to live well, stay independent and enjoy” STP vision*

Following a presentation from Andy Hardy, lead for the STP, delegates considered the questions they have . .

### Process

Does the 21<sup>st</sup> submission need to be signed off by HWBBS?  
Will national regulations and performance frameworks change to allow a system in the system to happen?  
Accountability needs to be addressed through the STP?

How do we stop duplication?  
Who would pay for legal challenges?  
Need multiple plans and multiple

### Buy in

How much does everyone understand potential of the STP?  
How do we affect behavioural change required?  
How do we ensure a positive joint engagement?  
Is there still a chance to influence the plans?  
How much buy in is there from partners to give something up for a shift in the system?  
Does everyone really understand

### Finance

When will we see the detail?  
What is the full size of the CGW health economy - what % is £400m?  
Is it a real saving or just addressing rising demand  
Is the STP model building a new system model and fitting the finances to it, or vice versa?  
What is the effect of local government budget reductions?  
Are the differences between local authority and NHS finance planning understood

### Engagement

How do we get Elected members closer to the STP?  
Why does it need to be closed. How can we remove suspicion?  
What vehicles are there for communicating with the public?  
Is it an exercise about persuasion or public consultation?  
Do communities have the information they need to engage?  
Are we skilled enough to deliver this engagement - do we need expert help?  
When is the right time for public involvement?  
Are we being honest with the public on the financial challenge?  
Are we being clear about what we can't do?

### Innovation

How far is new thinking involved?  
How do you build the required community infrastructure?  
How can we utilise the innovation and insight of our universities?  
How do we move resource around the system?  
Can we really work differently?  
How do we decide what we need to turn off/stop doing?  
Have closures of beds 'really' been considered?  
Is CQC going to start looking at system rather than organisation?  
How do we change the culture of consultants and who they work for?  
How to support the need to invest to save?  
Where is the evidence base to support the approach?

Questions led to challenges, opportunities and issues relevant to finances; prevention, link between STP & HWBBs; engagement; planned & emergency care; workforce.

### Challenge to the room -

How do we unify and grab our collective learning across the whole system?

How can we design a place-based a system on multiple places?

### Headline observations

STP is the mobilisation of the NHS 5 year forward view

The total financial gap over the next 5 years if we do nothing is £400m

Different conversations between ourselves and with the public

We need to make prevention everybody's business

The 21<sup>st</sup> October submission date is just the start of conversation

### Opportunities

Prevention not cure

Greater efficiencies

Improved quality of life

Link to economic growth

Shared responsibility

Consistent narrative

Redirect and reduce demand

Change expectations

Local empowerment

Involving our universities

Avert a crisis . . .

### Issues

Tensions between local and national drivers

Immediate pressure v. long term benefits

Not all in the room

Too much secrecy

Focus on money, not place has taken over

NHS and Local Authority need to speak a common language

Questions led to challenges, opportunities and issues relevant to finances; prevention, link between STP & HWBBs; engagement; planned & emergency care; workforce

### Planned and urgent care

We need a whole system approach to manage demand and rescale hospital provision - CQC should start looking at the system not organisations  
We need to challenge existing attitudes and incentives in the system to evoke a shift to prevention

### HWBB and STP links

It is critical that we embed the Concordat and our universal commitment to prevention into all our organisational processes and policies

In doing so, we have an opportunity to ensure our existing governance models are fit for purpose

### Finances

The Coventry & Warwickshire £ should be spent in the best possible way - this means thinking outside the box

Existing financial incentives, structures, membership and access to transformation funds should all be challenged

### Engagement

It is critical that after today we have a coherent narrative for our system that stretches across the STP, HWBBs and partner organisations

### Prevention

Prevention has to be made everybody's business and we need to make the contributions we already make more visible

### Workforce

Future workforce design needs to be considered now to have long term effect

Inefficiencies in the shared workforce need to be tackled together to remove duplication

Potential immediate actions and bold steps were then identified by the groups . .

### **Immediate actions we could take**

- Align/influence CCG commissioning intentions to the STP agenda
- Look towards an accountable care organisation
- Hold further development sessions between Coventry & Warwickshire HWBBs
- Merge STP and HWB Comms & Engagement work/groups to ensure one message
- Bring District & Boroughs into the STP
- Share the STP with the HWBB
- Develop a shared narrative that is understandable to communities
- Bust the urban myths
- Maintain a joint HWB/STP conversation
- Focus on End of Life care

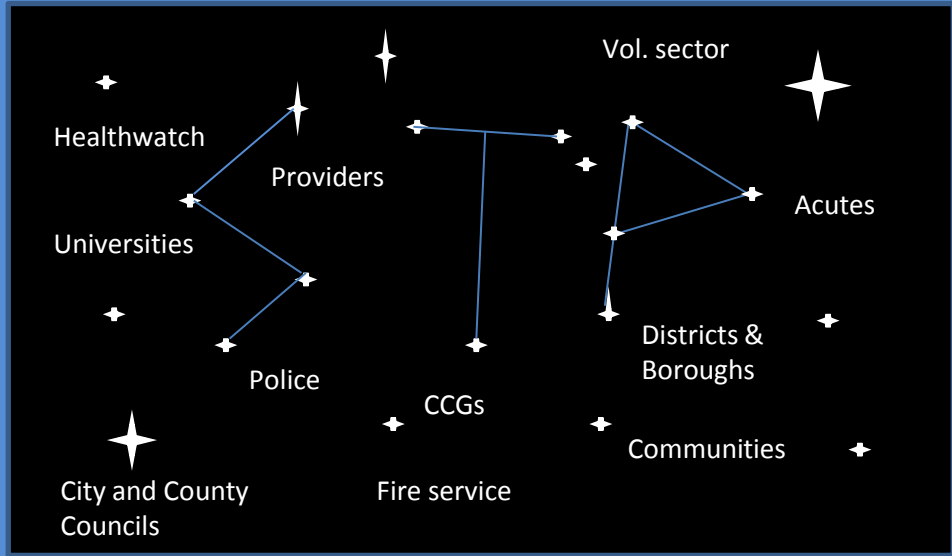
### **Bold steps we could take**

- Embed the Concordat in our organisations
- Set up a joint non-executive body to govern/scrutinise the STP across C&W
- Bring inspectors and regulators into the process
- Develop a new financial incentives model
- Do whatever we need to prevent hospital attendance
- Be explicit about what we need regarding A&E provision and implement it
- More control at a local level
- Pool resources
- More STP board influence over health/LA budget decisions and vice versa
- End to purchaser/provider split
- Agree a system control total
- Change payments to focus on outcomes

These now need further consideration by the HWB and STP Boards.....



In conversation people made several links between HWB and the STP.....

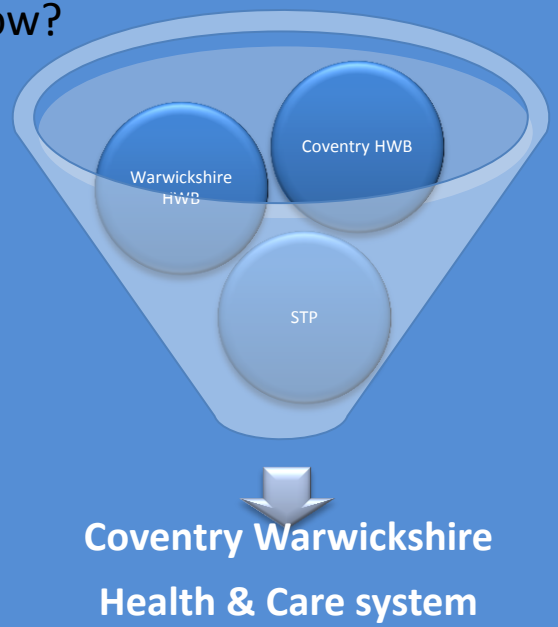


If Health & Wellbeing is the solar system, the STP is the constellation that is shining the brightest at the moment

Sustainable – Why? (narrative)

Transformation – What?

Plan – How?



Its clear we are talking about the same thing in different ways . . .

To summarise, the themes we covered were. . .



These will now form the basis of our system's consistent narrative and feature in the Big Conversation

# The joint summit for the two HWB Boards and the STP are just the start of our journey

The STP submission on 21<sup>st</sup> October is just the start of the process . .

- Summit feedback to be reviewed by STP Board
- Big Conversation with the public
- Shaping of the detailed workstreams
- Buy in from key partners
- Delivery plans

This needs to be complemented and be integrated with our HWB infrastructure

We need a core narrative for our system which is meaningful for us all, but is flexible to place and organisational differences

