

Coventry & Warwickshire System Wide Care and Health Peer Challenge

Feedback presentation

Peer Challenge Purpose and Aims

- Sector Led Improvement Peer Challenge process
- Invited in as 'critical friends' with 'no surprises'
- Focus of review:
 - To provide a constructive assessment of the current and potential value to the HWB system of the HWBBs of Coventry and Warwickshire, independently and together. And to consider how the boards can bring the spirit and commitment of the Coventry & Warwickshire Alliance Concordat to life**
- Non-attributable information collection
- People have been open and honest
- Recommendations based on the triangulation of what we've read, heard and seen

The brief

Reflect back to us where we are doing well

Show where we can add value by aligning our effort

Are we saying the same thing

Identify what our next steps could be

Highlight where we have different views/perspectives & definitions

Show us any areas of potential tension or conflict

Assess our levels of commitment to joint working

The products

Key messages to Coventry
Key message to Warwickshire

Bringing the Alliance Concordat to life

Barriers & Enablers for action plan

Peer Challenge Team

- **Martin Smith (lead peer)** – Ex Chief Executive LB Ealing, Non-Executive Director of Homerton University Hospital NHS Foundation Trust
- **Cllr Jonathan McShane** – Cabinet Member for Health, Social Care and Culture and Health and Wellbeing Board Chair, LB Hackney
- **Cllr Sue Woolley** – Portfolio Holder for NHS Liaison & Community Engagement, Health and Wellbeing Board Chair, Lincolnshire and Chairman of East Midlands Health & Wellbeing Board
- **Cathy Winfield** - Chief Officer, Berkshire West Federation of CCGs
- **Carole Burgoyne** - Strategic Director for People, Plymouth City Council
- **John Wilderspin** – LGA Associate and Co-chair Systems Leadership Steering Group
- **Alyson Morley**, Senior Advisor (Policy) LGA
- **Kay Burkett**, Challenge Manager & Programme Manager, Care & Health Improvement, LGA

The process

- Survey
- Data pack
- 35 key documents
- Timetable - 83 people over 2 days
- Feedback
 - Coventry
 - Warwickshire
 - Joint
- Evaluation
- Follow up support

Key messages for Coventry

- The JSNA and the Health & Well-being Strategy are clear and essential for joint working
- Positive strengths identified around the H&WB Board:
 - Three clear areas of focus with good partnership buy-in
 - An energetic political leader who wants to get things done
- You have a good brand with ‘Marmot City’, and there is potential for us to build on to further to develop a health and well-being approach
- It is not clear whether the H&WB Board robustly monitors progress on delivery against the H&WB Strategy. Members of the Board are not clear whether work streams are having an impact. This is important to ensure ongoing commitment and ownership
- A place based approach works for Coventry H&WB Board, but there is an appetite to work jointly with Warwickshire.
- There are early signs of joint working between the H&WB Boards, and this needs to continue and mature, however Coventry does not want to lose its identity

Key messages for Coventry

- Working beyond boundaries is essential and Coventry is pragmatic in its approach to working across different boundaries: Coventry and Warwickshire, West Midlands Combined Authority
- A lot of joint working between the local authority and Health, but no formal structures and there is limited pooled budgets
- STP has not 'landed well', but there now needs to be a line drawn under it. Coventry needs to progress the Alliance Concordat and develop a coherent health and social care plan for Coventry and Warwickshire.
- Develop from a public health agenda to people improving their own health through proactive and preventative work stream
- Out of Hospital project is now part of the Proactive and Preventative work stream and is really progressing well, which is important for Coventry. Plans for primary care need to be developed as part of this now the CCG has delegated commissioning
- You want to do things that are right for the citizens of Coventry and community development and the voice of the community is important to you

Next Steps for Coventry

- Build on the Marmot City brand
- Develop a robust performance management framework for the Board to demonstrate progress and impact
- Continue to develop joint working with Warwickshire on key areas
- Health and Care Transformation
 1. Scale up prevention within the proactive/preventative work stream
 2. Plans for primary care to be developed alongside OOH
 3. Ensure that the perceptions of local communities is reflected in transformation plan

Key messages for Coventry and Warwickshire

- Concordat is a huge asset – bring it to life
- Strong desire to get things done
- Fundamentally strong and honest relationships
- Solid strategic framework e.g. JSNA, Health & Wellbeing Strategies, recognition of ‘place’
- The STP is a moment in time
- The geography for the STP is right
- Address ‘wicked issues’ e.g. George Eliot Hospital as a system
 - You will regularly have to face difficult decisions, but can use the different styles of leadership available to you as a system to address this
- ‘Red lines’ need to be precise and transparent

Key messages for Coventry and Warwickshire

- Transformation is a shared imperative
- Proactive and Preventative work is vital to sustainability for all organisations
- To get collective leadership you need collective results
- Continue to build relationships
- There is an appetite for an Accountable Care System (ACS).....
- Develop governance fit to deliver the shared programme of work
- Provide clarity about reporting and accountability, so that each body in the system is clear what its purpose is
- Deploy the differential leadership qualities
- Do communities know what we are trying to achieve?
- The perceptions of communities is lost in transformation documents

Barriers	Enablers
Confused and over bureaucratic governance	Political will and leadership
Proliferation of plans creating confusion	Respected officer leadership
Lack of road map and delivery plan to progress these	Concordat – bring it alive and build on it – this is your foundation and will enable delivery
Not clear yet what you should do separately and what you do together	Some examples of excellent joint working, commissioning and relationships e.g. Proactive and Preventative Care work stream, CAMHs, hubs
Under developed approach to integrated commissioning	Clarity about priorities – many shared
Suspicion about what will happen about key services e.g. George Eliot	Identified need to focus on transformation of system and making the system financially sustainable
No clear narrative and communication and engagement strategy to explain transformation of the system to local people	Recognition of the importance of place across Coventry and Warwickshire
Doubts about capacity across the system	Collaborative Commissioning Board

Next Steps for Coventry & Warwickshire

- Understand commonalities between Coventry and Warwickshire and identify how they could inform our joint work programme
 - JSNA
 - H&W Strategies
- Board representatives to scope a joint work programme for consideration by both boards
- Collaborative reference group to be established to oversee a joint action plan
- Joint senior staff session to raise awareness of joint working and Concordat, the Proactive and Preventative work stream, and common areas of working
- These proposed next steps will be discussed by Warwickshire H&WB Board after May 2017, so may be subject to change