
To: Coventry Health and Wellbeing Board

Date: 5th February 2018

From: Andy Hardy, Chief Executive UHCW

Title: Better Health, Better Care, Better Value Programme Update

1 Purpose

- 1.1** The purpose of this report is to provide Coventry Health and Wellbeing Board with an update on the Better Health, Better Care, Better Value programme and workstreams, highlighting any key points as necessary.

2 Recommendations

The board is asked to note this report and its contents.

3 Information/Background

3.1 Programme Management

The Programme Management Office is now in place. This will strengthen the governance processes and provide assurance of delivery to the Better Health, Better Care, Better Value Board and NHS England.

Following the recent Health and Wellbeing summit, *Bringing our Concordat to Life*, we will use the Upscaling Prevention pilot as a catalyst for place-based care, putting prevention and self-help at the heart of all change programmes.

We are reframing the Better Health, Better Care, Better Value workstreams to reflect the priorities of one strategic, place-based plan to be developed across Coventry and Warwickshire by the Health and Wellbeing Alliance.

There are nine workstreams. Six of these are transformational, including upscaling prevention, planned care, and mental health and emotional wellbeing.

The remaining three are enabling workstreams: estates, digital health and workforce.

An update on each of the workstreams follows below.

3.2 Transformational Workstreams

Upscaling Prevention

This workstream, previously called 'Proactive and preventative care', has been renamed to put prevention and self-help at the centre of all programmes of work, with a focus on place-based outcomes of care.

The year 2021 will be a Year of Wellbeing for Coventry and Warwickshire, to run alongside the UK City of Culture.

The workstream will focus on two core elements:

Local Government Association (LGA) Upscaling Prevention

This element will also lead delivery of workplace health and an organisational prevention 'offer'.

Community capacity

This will focus on developing community capacity and 'hub' work within the Coventry and Warwickshire Sustainability and Transformation Partnership (STP) footprint and the wider health and wellbeing system.

The programme has also won a bid for 20 days' support from the LGA.

Planned Care

The aim is to deliver better patient care and reduce demand in planned care through four main initiatives:

- Pathway redesign
- Reduction of lower value procedures
- Consolidation of elective specialties
- Education, policies, procedures and recruitment.

Additionally, the programme has four musculoskeletal (MSK) workstreams in place:

- Group follow up for post-surgery hip patients
- Virtual fracture clinics
- Early discharge (successful pilot in South Warwickshire NHS FT)
- MSK pathway.

All three acute Trusts in Coventry and Warwickshire will have implemented virtual MSK fracture clinics by the end of March 2018.

Urgent and Emergency Care

To address winter pressures, work is being carried out to:

- Ensure that there is enough capacity across health and social care to meet the pressures of winter
- Ensure that the health system delivers care at the most appropriate level for the needs of patients, supports more people within the community, and is prepared for dealing with common, expected winter illnesses and severe weather events
- Develop an operational resilience network that enacts action plans at peak times through a robust escalation reporting and management process.

The following measures have been implemented to help manage winter pressures:

- Additional bed capacity is in use at all sites as part of winter escalation plans
- South Warwickshire NHS Foundation Trust's newly refurbished ambulatory care unit opened in December next to the Emergency Department
- George Eliot Hospital NHS Trust has implemented a community hub to reduce delayed transfers of care
- All the partner organisations in the STP are working together on a communications and engagement campaign to help alleviate winter pressures. This includes raising public awareness of the importance of choosing the right health service, helping to increase flu vaccinations and advising people on how to stay well during the cold weather
- With £8,000 from NHS England, the Better Health, Better Care, Better Value programme team has placed advertisements on Free Radio urging people to get the flu vaccination, and on Facebook, specifically targeting the Coventry and Warwickshire footprint, to promote extra GP appointments.

Maternity and Paediatrics

The Local Maternity System (LMS) is now in place across the system and meets regularly. The Maternity Transformation Plan is being refreshed for submission to the Better Health, Better Care, Better Value Board in February, before submission to the regional Maternity Transformation Board later in the month. It will be submitted in draft to the Regional Board.

The Saving Babies' Lives care bundle has been initiated at all three maternity units.

The West Midlands Neonatal Service Review has been completed and the data is being validated.

Mental Health and Emotional Wellbeing

Five workstreams have been established and work is continuing to finalise delivery plans and milestones.

The expansion of Improving Access to Psychological Therapies (IAPT) has started to be implemented.

NHS England is providing £54,000 as part of the Mental Health Five Year Forward View Enabling Funding for physical checks for people with severe mental illness on the GP register.

The Out of Area Placements (OAP) trajectory was submitted to NHS England in December 2017 and a detailed delivery plan will be developed.

The Mental Health Workforce Plan for Health was also submitted to Health Education England in December, with a detailed workforce plan to follow.

Productivity and Efficiency

Work is ongoing to identify and explore opportunities where collaboration and/or consolidation of back office functions and clinical support functions could deliver better productivity and efficiencies across the system.

The Senior Responsible Officer is currently working with finance directors across the NHS Trusts within the Better Health, Better Care, Better Value programme to identify opportunities for consolidation and integration.

3.3 Enabling workstreams

Estates

A process has been agreed between the organisations to ensure all estates acquisitions/disposals are discussed at the Estates Strategy Group forum, and a stocktake of estates across the footprint is being undertaken.

Estates and Technology Transformation Fund (ETTF) projects have been prioritised and established, with further funding being routed into primary care business case development.

A draft set of principles for an estates collaboration model and single delivery framework is in place.

Digital Health

In November, it was announced the STP would receive a share of £3.5 billion funding to provide an integrated information system between primary care and trusts linked to the Out of Hospital programme.

University Hospitals Coventry and Warwickshire NHS Trust has gone out to tender for the procurement of an Electronic Patient Record.

Workforce

The workforce workstream has submitted a draft strategy, as required, to NHS England.

The key priorities for this are:

- Recruitment and retention
- 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.

This is a key workstream within the STP, as a number of the workstreams face significant workforce challenges.

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Appendices

None