
To: Coventry Health and Wellbeing Board

Date: 9th April 2018

From: Andy Hardy

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

1 Purpose

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 Better Health, Better Care, Better Value programmes of work will reflect the priorities of one strategic, place-based plan being developed across Coventry and Warwickshire by the Health and Wellbeing Alliance. A refreshed concordat has been drafted, and this was discussed by the Coventry and Warwickshire Place Forum earlier this month.

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.

An update on each of the work programmes follows below. There is also an update on the outcome of Coventry and Warwickshire's bid to take part in three days of action learning, organised by the National Council for Voluntary Organisations and the King's Fund.

3.2 Transformational Programmes of Work

Upscaling Prevention

The work programme 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 Proactive and Preventative Programme Position statement outlines the revised role and purpose of this workstream and is attached as Appendix 1.

The year 2019 will be a Year of Wellbeing. A programme narrative is in development, alongside a view of 'what good looks like' in the future, and community capacity and resilience pilots have been launched.

Work that is aligned to Upscaling Prevention includes the NHS Diabetes Prevention Programme, which is being rolled out across Coventry and Warwickshire from April. Targeted support for people identified as at high risk of developing Type 2 diabetes will include education on healthy lifestyle, help to lose weight and physical exercise programmes.

Maternity and Paediatrics

The Local Maternity System plan has been approved. There are three workstreams:

- Health and wellbeing
- Quality and safety
- Choice and personalisation.

Some examples of different outcomes are:

- All pregnant women will have a personalised care plan
- All women will be able to make choices about their maternity care, during pregnancy, birth and postnatally
- More women will be able to give birth in midwifery settings (at home and in midwifery units).

Work has started on scoping family hubs within Coventry and Warwickshire for community midwifery services.

Work is continuing on the Saving Babies' Lives care bundle, which has been initiated at all three maternity units.

A bid has been submitted to the National Maternity Transformation Board for funding to initiate continuity of carer models in maternity.

Mental Health and Emotional Wellbeing

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

The Mental Health Workforce Plan for Health has been submitted to NHS England and NHS Improvement.

A bid has been submitted to NHS England for funding to support the establishment or expansion of perinatal mental health user group forums in Coventry and Warwickshire. This follows a successful bid for funding for a network to support the involvement of people with lived experience in co-producing services.

Pre-engagement sessions are taking place with patient and carer groups to talk about their experience of current services and what they think should be improved.

A bid has been submitted to NHS England for funding to support the implementation of the suicide prevention plans. Suicide prevention will be incorporated into all the Mental Health and Emotional Wellbeing workstreams, and a Steering Group has been established to bring together the whole work programme.

Workshops are being organised for GPs to discuss medically unexplained symptoms and how these may relate to mental health issues.

The programme is aligning with the work of the Urgent and Emergency Care programme on the Arden Mental Health Acute Team (AMHAT) review.

Planned Care

The revised workstreams for Planned Care are as follows:

- Performance
- Musculoskeletal (MSK)
- Demand Management
- Pathway Re-design
- Planned Care Contracts
- Resource Utilisation

Workstream leads have been identified and workstream groups are currently being established. Work is in progress to develop timelines for delivery.

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 working with finance directors across the NHS Trusts within the Better Health, Better Care, Better Value programme to identify opportunities for consolidation and integration.

NHS Improvement has identified potential opportunities to improve productivity and efficiency from its own analysis of Coventry and Warwickshire, and the methodology to explore these areas is currently being reviewed.

Urgent and Emergency Care

The following workstreams will now form the Urgent and Emergency Care programme:

- Outpatient Parenteral Antimicrobial Therapy (providing intravenous antibiotics at patients' homes)
- Discharge to assess
- Frailty
- Ambulance arrivals
- Arden Mental Health Acute Team (AMHAT) review
- Children's access to specialist Tier 4 mental health inpatient bed capacity.

Work has been progressing with the AMHAT review and the information-gathering stage is nearing completion. A workshop is taking place for all stakeholders in April. This will focus on the current challenges within the system and help develop the case for change.

3.3 Enabling Programmes of Work

Estates

Work done to date is a stocktake of estates across the footprint to: compile a list of assets owned by all partner organisations excluding local authorities; assess cost of maintaining these assets, and the extent of use of these assets. This work will be completed shortly.

Next steps will be to develop an estates strategy model for the partnership.

Digital Transformation

South Warwickshire NHS Foundation Trust's Out of Hospital programme has started and contract negotiations are almost complete.

University Hospitals Coventry and Warwickshire is making progress with procuring a single integrated Electronic Patient Record. Clinical evaluation sessions to explore the potential of this new record took place this month and were attended by staff from health and social care organisations across Coventry and Warwickshire.

Workforce

Key priorities for this work programme 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.

3.4 Related Programmes of Work – update on stroke services

Local clinicians and commissioners have been working on proposals to improve stroke services locally for some time. A proposal was shared with the public over six weeks from 15th June to 28th July. The feedback from this engagement has been fed back into the proposals and commissioners will shortly be seeking assurance from NHS England to as to whether the pre-consultation work is robust enough to progress to the next steps. It is expected that this will take at least a couple of months.

3.5 NCVO / King's Fund Action Learning Set – Involving the Voluntary Sector

Coventry and Warwickshire successfully bid to be one of eight areas to take part in three days of action learning organised by NCVO and the King's Fund. The following organisations took part:

- Voluntary Action Coventry (VAC)
- Coventry and Warwickshire Partnership NHS Trust (CWPT)
- Warwickshire North Clinical Commissioning Group
- Warwickshire Community and Voluntary Action (WCAVA)
- South Warwickshire NHS Foundation Trust
- Healthwatch Warwickshire
- Mary Ann Evans Hospice
- Better Health, Better Care, Better Value.

Other areas represented in the northern cohort were Lincolnshire, West Yorkshire / Harrogate, and Lancashire / South Cumbria.

The programme included overviews of system leadership and the behaviours required to work across a system; coaching skills; and presentations from all four areas.

Taking part in this programme confirmed the importance of making an impact at the operational level. VAC has been working with CWPT on a piece of co-design around anxiety and depression pathways within the mental health workstream. After an initial focus group, a very productive workshop brought together expertise from organisations including specialist mental health services, police, voluntary sector providers and universities. This resulted in a better joint understanding of the reasons for blockages within referral pathways, and the need for better cross-sector partnership working to address the causes of poor mental health. VAC is following through on this with a workshop between some GPs and voluntary organisations to make better use of resources, particularly to ease demand on specialist services (e.g. where practical coping skills are needed).

VAC co-ordinated the Coventry and Warwickshire action learning bid and was also invited to share the learning with other voluntary sector reps in London. The whole experience has built strong relationships between sectors and across the city/county boundary, with informal meetings between each action learning day, and a further meeting taking place in April to co-ordinate a follow-through event.

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Appendices

Appendix 1: Proactive and Preventative Programme Position statement