



Coventry City Council

Report

To: Coventry Health and Wellbeing Board

Date: 2 July 2018

From: Andy Hardy, Chief Executive, University Hospitals Coventry and Warwickshire

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, highlighting any key points as necessary.

2 Recommendations

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

3 Information/Background

3.1 Integrated Care System update

The STP and NHS England recognise that additional support is required to deliver the transformation of the Coventry and Warwickshire system to a Shadow Integrated Care System by 2019. In order to support this, NHS England has invested in a large system-wide capabilities development programme for senior leaders and their teams across the next 15 months. This will help these leaders develop the skills and expertise they need to manage today's challenges whilst being equipped and ready for tomorrow's issues across the whole care system.

The 12-week programme aims to develop the leadership capability of senior teams across the following learning streams:

- Building a whole system strategy and plan
- System level financial planning
- Integrated governance

- Executing and implementation

Following the intensive 12-week development programme, a plan will be produced which will highlight what actions are required, in what timescales to reach Shadow ICS by April 2019.

STP members have already undertaken Action Learning Sets (ALS) and group workshops associated with the first two topics. These have been well received and actions are being collated as the programme is delivered.

3.2 Programme Management

NHS England are fully committed to supporting the development of the Better Health, Better Value, Better Care programme to allow them to successfully transform care and deliver sustainable quality and access standards within their system budget.

In order to ensure this is achieved NHS England have agreed to offer a range of support, which has been formalised through a Support Agreement. As part of this support, Rachael Danter, Coventry and Warwickshire NHSE Locality Director for NHS England, has now taken up the role of Programme Director for Better Health, Better Care, Better Value. Rachael has already started to bring together the PMO team with members of the wider NHSE enabling team to create a larger resource pool to support the STP Board to succeed.

An update on our work programmes follows below.

3.3 Transformational Programmes of Work

Proactive and Preventative

The vision of the Proactive and Preventative programme is: 'to galvanise effort, expertise and resource to stimulate a step change in commitment to prevention across the health and wellbeing system'.

People are living longer on average but are spending more years in ill health. The aim of the programme is to have a greater focus on keeping people healthy (prevention), combined with proactive early intervention to reduce the impact of health and wellbeing risks.

Success depends on influencing behaviour within the wider Better Health, Better Care, Better Value programme and across the wider health, care and public service system. The partners aim to achieve this by:

- Taking a 'place-based' approach to system change, working with local communities and partners to improve local people's health and wellbeing
- Coordinating the work of the Coventry and Warwickshire Place Forum to create conditions for a system-wide commitment to prevention
- Embedding prevention across the wider programme and other projects/services
- Building on existing good practice and assets, with a 'Year of Wellbeing' in 2019 across Coventry and Warwickshire.

Work is continuing to prepare for the Year of Wellbeing. This includes gathering existing policies, protocols and practices from partners that promote staff wellbeing, and assessing opportunities for upscaling these across all organisations.

All Better Health, Better Care, Better Value work programmes will include an element of prevention.

Maternity and Paediatrics

The National Maternity Transformation Board has awarded the partnership £202,000 for funding to help implement new Continuity of Carer models for maternity. Engagement sessions are planned with midwives at George Eliot Hospital NHS Trust and University Hospitals Coventry and Warwickshire NHS Trust about new ways of working, which would enable 20 per cent of women to have continuity of carer throughout their pregnancy by March 2019. These follow previous sessions at South Warwickshire NHS Foundation Trust.

Mental Health and Emotional Wellbeing

Coventry and Warwickshire have received £350,000 from the Department for Health and Social Care, Public Health England (PHE) and NHS England to support the work on eliminating suicide prevention. The funding will help to target men in their local communities, tackling stigma and isolation, improving support around employment and housing, and ensuring there are safe drop-in places. Work will include developing the existing suicide prevention campaign '[It Takes Balls to Talk](#)', and expanding this to additional community locations such as barbers and workplaces.

The partners will work closely with the third sector to develop a social prescribing offer for men who are socially isolated or experiencing difficult life events. There are also plans to deliver new evidence-based mental health awareness and suicide prevention training for non-mental health professionals including social care, primary care, A&E, Job Centre and Citizens Advice Bureau staff. This will run alongside developing a network of champions and 'train the trainers' within healthcare settings and in specialist mental health services to promote awareness and develop a compassionate culture, driving the ambition of zero suicide. A suicide prevention stakeholder workshop is planned for later this month.

Planned Care

The purpose of this work programme is to deliver better patient care and reduce demand in planned care through seven main initiatives:

- Demand Management
- Musculoskeletal
- Pathway Redesign
- Performance
- Planned Care Contracts
- Policy Development
- Resource Utilisation

The Planned Care Contracts workstream is in the scoping stage. Public engagement has started to find out patients' views on their experiences, from seeing their GP to going into hospital for treatment.

Productivity and Efficiency

Nine areas of focus have been identified for the programme:

- Estates
- Finance
- Governance/Legal

- HR
- Information Technology
- Informatics
- Payroll
- Procurement
- Risk

As part of this work, Directors of Finance across the four NHS Trusts have agreed that these organisations should have standard finance processes and a single finance system.

Urgent and Emergency Care

The work programme's priorities are being realigned according to national milestones. This means work will focus mainly on the following areas:

- NHS111
- Ambulance response times and handovers
- Hospitals – improving patient flow and developing an ambulatory emergency care service and an acute frailty service
- Designated Urgent Treatment Centres
- Mental health and urgent and emergency care
- Urgent and emergency care technology

The Urgent and Emergency Care programme is aligning with the work of the Mental Health and Emotional Wellbeing programme on the Arden Mental Health Acute Team (AMHAT) review. A workshop was recently held for all partner organisations to focus on the current challenges within the system and help develop the case for change. A number of actions were identified and these are now being followed up.

All Better Health, Better Care, Better Value partner organisations are working together to implement an all-year communications and engagement campaign to help reduce demand on A&E by focusing on prevention and staying well.

3.4 Enabling Programmes of Work

Estates

An estates strategy is being drafted, following a stocktake of the assets owned by all partner organisations excluding local authorities. The Productivity and Efficiency programme of this transformation partnership has identified opportunities for potential savings in estates. Both programme leads are working together to assess how the Estates programme can best make this happen.

Digital Transformation

The Productivity and Efficiency programme has identified from NHS Improvement's analysis of Coventry and Warwickshire that significant savings could be made through Information Technology and informatics. Both programme leads are working together to identify where and how to make these savings.

A workshop was held with all partner organisations to refresh the Local Digital Roadmap and to agree objectives in terms of digital solutions over the next two years.

Workforce

The implementation of this programme is being led by the Coventry and Warwickshire Local Workforce Action Board, which meets bimonthly. Work is underway to recruit a dedicated programme lead.

3.5 Related Programmes of Work

Review of Stroke Services in Coventry and Warwickshire

A Regional Assurance Panel of the 'Pre Consultation Business Case' (PCBC) took place on 24th May. The case was well received, given the strength of the evidence base supporting the case for change within the system. However, the panel identified a number of areas where further evidence was required to ensure all the NHS requirements for service reconfiguration had been met. Work is now underway, with Arden and GEM CSU working closely with NHSE to address all the points raised and gather the required information prior to submission to a Formal Review Panel.

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Appendices