

Black Country & West Birmingham Sustainability and Transformation Partnership (STP)

Black Country and West Birmingham STP 2019/20 Operational Plan: Summary Narrative Submission

19 February 2019

Purpose

This document is designed to provide a system overview and data aggregation for the Black Country and West Birmingham (BCWB) STP for 2019/20, representing the first year of the system's five-year strategic plan to be published in autumn 2019.

1. System priorities and deliverables

The system priorities for its population for 2019/20 are closely aligned to the Long Term Plan (LTP):

- **Boosting 'out-of-hospital' care and dissolving boundaries between primary and community care**
 - Four places within the STP providing integrated care provision, underpinned by Primary Care Networks (PCNs). In 2019/20 service and pathway integration will reach beyond primary care to include other health and care services. This will include district nursing, pharmacy, social workers, community psychiatric nursing, social prescribing, housing and a range of other roles to support patients' care in their own communities;
 - Bringing together mental health provision under one Trust in the STP footprint.

- **Reducing pressure on emergency hospital services**
 - Increase urgent treatment centre capacity;
 - Establish an acute frailty service at Royal Wolverhampton Trust (RWT);
 - Increase access to primary care to free up the time of specialist emergency care clinicians to service serious or life-threatening cases.

- **Giving people more control over their health and providing more personalised care where appropriate**
 - PCNs supporting local populations will allow the provision of personal care. Move from disease management alone, towards prevention, wellbeing and self-care, optimising patient outcomes;



- On-going delivery of Transforming Care programme for Learning Disabilities across the Black Country.
- **Mainstreaming digitally-enabled primary and outpatient care across the NHS**
 - Development of a Local Digital Roadmap for the STP to deliver a digitally connected Black Country health and social care system that enables self-care and promotes wellbeing.
- **A nationwide shift to ICSs with a focus on population health**
 - Transition Board created to oversee the shift to an ICS. Figure 1 below shows the system transition timeline including CCG integration;
 - Increased responsibility for the STP Joint Commissioning Committee to commission certain services at scale, supported by the system clinical leadership group.

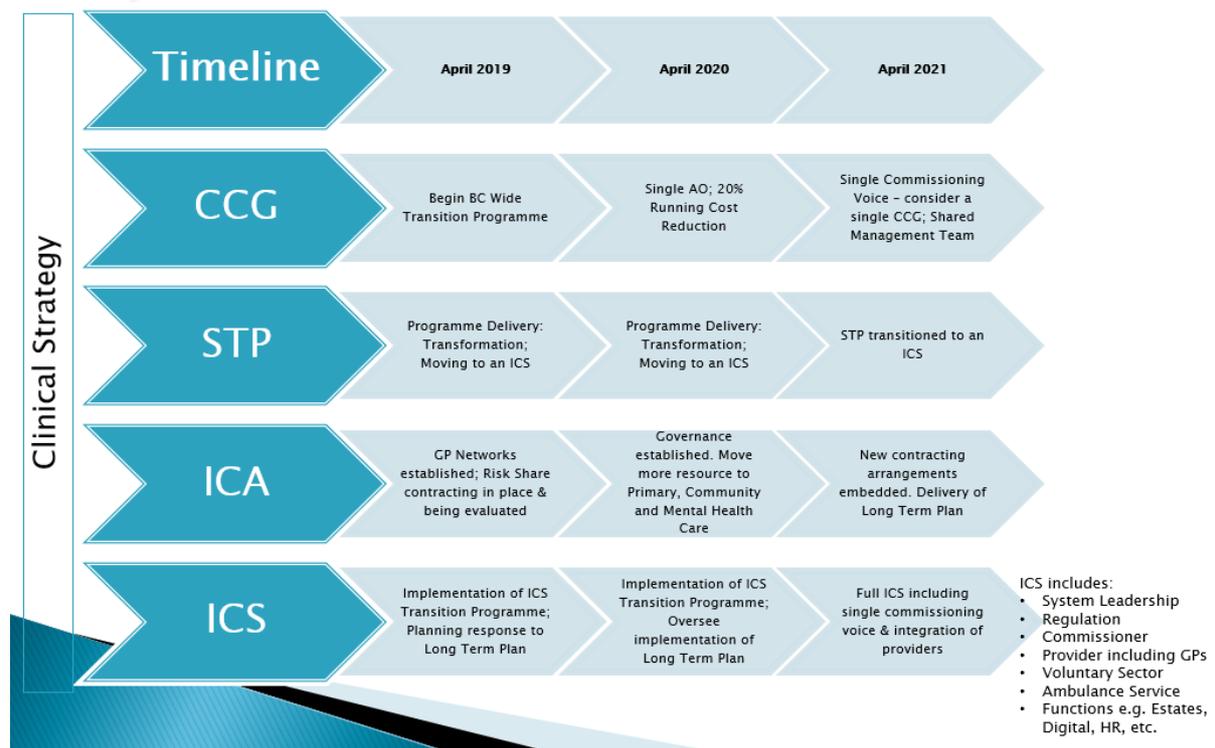


Figure 1: System transition timeline for Black Country and West Birmingham STP

Commissioning across the STP

Also in-line with the LTP is the focus for the STP on providing a strong start to life for children and young people and better care for major health conditions.



BCWB STP Clinical Strategy

The BCWB STP clinical leadership group have developed a clinical strategy for the STP that describes 12 priority areas, each with its own case for change, quality of care statement and triple aim opportunities. These areas are:

- Primary Care
- Cancer
- Mental Health
- Learning Disability Services
- Maternity and Neonates
- Children and Young People
- Urgent and Emergency Care
- Cardiovascular Disease
- Clinical Support Services
- Musculoskeletal Conditions
- Respiratory Disease
- Frailty

A STP primary care strategy will be in place from August 2019. Further areas with early defined cross-STP planning are described below.

Mental health commissioning

There are 11 mental health workstreams that will be commissioned as one across the STP from 2019/20. These are:

- ADHD (Adult)
- ASD (Adult)
- CAMHS Core
- CAMHS Crisis
- Core 24
- Criminal Justice
- Crisis Care
- Dementia Diagnosis
- Eating Disorders
- EIP
- Personality Disorder



By the beginning of 2019/20 all 11 workstreams will have finalised service specifications and will have been processed through the 4 CCG's Commissioning Committees and Governing Bodies for approval.

STP Cancer commissioning

The Black Country and West Birmingham Cancer Group¹ have set out a number of priorities in order to improve cancer outcomes for the resident population; deliver the National Cancer agenda and deliver the West Midlands Cancer Alliance priorities which are:

- To achieve all national cancer waiting time standards.
- To work with providers to ensure the implementation of nationally agreed rapid assessment and diagnostic pathways for lung, prostate and colorectal cancers; Cancer Alliance priority to include Upper Gastrointestinal cancers.
- To agree and implement a plan to improve screening uptake
- To agree and implement a plan to improve early diagnosis.
- To support the Cancer Alliance in making progress towards implementation of stratified cancer pathways
- To agree and implement a plan to improve implementation of the Recovery Package

Performance monitoring

The STP has a programme delivery working group that monitors its performance against constitutional standards and progress against milestones on transformational assurance requirements.

Digital Roadmap

A Local Digital Roadmap for the Black Country is in development. Wolverhampton CCG hosts a monthly programme board whereby commissioners and providers across the STP have successfully bid for funding in collaboration, from sources such as LHCRE, HSLI and ETTF. The digital solutions that are being implemented are enablers for change to new clinical ways of working and empowering patients to care

¹This group is comprised of cancer managers and lead nurses of all four Trusts, all four CCGs, as well as from MacMillan, West Midlands Cancer Alliance, NHS England, Health Education England and NHS Right Care. The group is chaired by the STP lead cancer consultant and supported by the STP lead commissioning director for cancer.



for themselves. Interoperability standards underpin bespoke clinical and administrative systems, supporting a single joined up care record suitable for direct care and population health management.

Estates Strategy

The STP has an interim estates strategy in place. This will be further developed in 2019/20 in line with the following principles:

- Co-location with other health and care services
- Improve the effective utilisation of the estate
- Estate meets the demands of the clinical strategy
- The strategy supports the delivery of new models of care
- Rationalisation and disposal of surplus or unfit estate
- Improve the quality and condition of the estate
- Improve collaboration across providers and commissioners
- Achieve the principles identified within the Naylor report
- Reduce running costs and back log maintenance
- Achieve the Carter metrics where possible and appropriate
- Building a flexible estate – adoption of bookable systems
- Estate is fit for purpose and where not is disposed of
- Address population increases and demographics

Population Health Management

The BCWB STP has recently established a PHM workstream with a named SRO. The priorities and deliverables described above will provide the system with the core capabilities for PHM of infrastructure, intelligence and interventions.

2. Activity Assumptions

The mechanism for aligning activity assumptions at the system level is a joint DoF meeting. This will be extended to include directors of commissioning and strategy from system stakeholders. This body will also manage in-year demand fluctuations.

Activity growth levels have been determined through joint agreement at place level and reflect the local estimated demand requirements for patient healthcare, beginning with the national 2018/19 published growth levels which have been adjusted to reflect the actual demand seen during the past 12 months.



3. Capacity Planning

There is a system lead in place for winter planning who works with counterparts in each of the system's four places.

Demand and capacity plans from each of the four places for end of life care are being reviewed by the STP in order to establish a system-wide view. Work is also being undertaken at this level to identify and avoid non-beneficial acute sector treatments in the last 12 months of life. This, and other work, will inform an end-of-life strategy for the STP to be in place for the winter of 2019.

Capacity in out-of-hospital services will also be reviewed in 2019/20 as part of enhanced care in care homes and activity to avoid delayed transfer of care.

4. Workforce

The STP, through the LWAB, will review workforce in 2019/20 with the following priorities:

- Long-term workforce requirements
- Immediate requirements

STP workforce programmes are in place for:

- Mental Health
- Primary Care
- Transforming Care Together

These will be consolidated for the STP workforce plan that will be developed during 2019/20. There is an STP-wide review of challenged services that will also inform this plan.

5. System financial position and risk management

The organisations within the STP have a strong record in financial management, however the final quarter of 2018/19 has seen some substantial pressure emerging, particularly within the Acute Trust sector. The financial environment is challenging and a number of provider organisations have individual control totals which are very demanding.

The commissioning sector is largely break-even, with the exception of Dudley CCG which has been allowed to draw down £2m of its historical surplus.

The overall control total for the Black Country has been notified as £48.5m deficit excluding provider sustainability and marginal rate funding, which will deliver a



£9.7m surplus should all of the funding be achieved. However as mentioned above, this is a very demanding target and given the performance standards required to be achieved, this will be very challenging.

Through the work of the DoFs group, system performance and risks are regularly assessed throughout the year. Performance reports are presented monthly to both the DoFs and STP Board which highlight the financial and non-financial achievement against plans. These reports highlight anticipated risks and assist the STP to implement mitigations against under delivery of plans.

6. Efficiencies

The STP is working towards aligned QIPP and CIP programmes.

The STP will closely monitor the quality impact of identified efficiencies through the review of relevant quality impact assessments.

