



# Health Scrutiny Panel

## 19 July 2018

**Report title**

Disbandment of Transforming Care Together – What next?

**Report of:**

Lesley Writtle - Chief Executive, Black Country Partnership NHS Foundation Trust

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**Recommendation(s) for action or decision:**

The Health Scrutiny Panel is recommended to:

Note the report.

## 1.0 Introduction

This report is in response to HOSC asking the Trust to explain what had occurred in the disbandment of Transforming Care Together (TCT). This report will explain what has happened and how future plans are focused on developing a clinically driven Black Country strategy, which aligns to the Black Country Sustainability and Transformational Partnership (STP) delivered at a pace that supports effective engagement with all stakeholders.

## 2.0 Introduction

This report provides an update on the disbandment of Transforming Care Together (TCT), the learning from the process and how that will influence the clinically led collaboration across the Black Country to sustain and improve services for our communities.

## 3.0 Background

3.1 The Transforming Care Together (TCT) partnership combined Dudley and Walsall Mental Health Partnership NHS Trust (DWMH), Black Country Partnership NHS Foundation Trust (BCPFT) and Birmingham Community Healthcare NHS Foundation Trust (BCHC).

It was formed in January 2016 in response to Black Country Partnership NHS Foundation Trust's call to establish a provider partnership to secure the sustainability of its service provision in the future.

The work from TCT showed clear benefits for Mental Health and Learning Disability services being developed and provided more collaboratively across the Black Country. This had already been identified within the Black Country Sustainability and Transformation Partnership (STP) work programme, which also took into account the aims of the Mental Health Five Year Forward view.

In the early Autumn of 2016, the three organisations agreed that they should merge to become one organisation, and agreed to develop a business case. The work programme built on the established work streams with a view to ensuring a smooth and safe transition of services from three organisations into one.

Just over one year on in November 2017, it became apparent that further work was required in the following key areas:-

- A review of the financial business case
- A review of the proposed clinical leadership structures within the new organisation; and
- Assurances of how the proposed organisation would support the development of STP's in both the Black Country and Birmingham areas.

In February 2018 the Board of Directors of each organisation reviewed progress against these areas and considered the views of the Regulator. It was then resolved, independently of each other, not to complete the planned merger and end the Transforming Care Together Partnership.

In arriving at that decision, it was recognised that the future sustainability of service provision for both DWMH and BCPFT remained a strategic priority. The Boards of each Trust recognised the strong clinical narrative for the development of a proposal for Mental Health, Learning Disability and Children's Services to be developed at a Black Country Level. Both organisations are committed to continue to work collaboratively to develop solutions that are clinically led.

### 3.2 What we have learned?

The two Trusts have taken time to look at what we have learned from the TCT process and believe it is vital that we recognise the behaviours and approaches that didn't and don't work. The key learning is that it is not what we do, but how we do it. There were some positive impacts and the partnership generated good working relationships at all levels of the organisations. This learning is critical and is, and will continue to, influence the way we work collaboratively in the delivery and development of good quality services.

### 3.3 What are we here for, what is our core business?

BCPFT and DWMHT are leading providers of comprehensive mental health, specialist and community learning disability services in the Black Country area, and BCPFT is a respected and credible provider of universal children's services in Dudley. Some of these services are delivered specifically in local place-based models, some are Borough wide and other services are delivered across the Black Country. The legacy work from TCT showed the potential services that could be developed and delivered for a population of c.1 million and would address the continuing challenge of service users having to seek care out of the Black Country.

Both Trusts have played a proactive role in the STP Mental Health work stream, which has worked with the commissioners to shape a future strategy that should support the ambition of the Trusts. Planned work during May 2018 brought clinicians together from primary care, provider Trusts and the CCG's to shape a Black Country strategy, and commissioning intentions for 2019/20.

The Learning Disability provision across the Black Country has already been shaped for 2018/19 under the Transforming Care Programme (TCP); there is potential to deploy the same methodology for other services.

In the period following the decision not to proceed the priority has been to deliver stability within each of the organisations, focusing on renewed leadership, priorities, culture and communication.

### 3.4 What next for BCPFT?

Both DWMH and BCPFT are working collaboratively within the STP framework and identifying further opportunities to align clinical strategies, and plans outside of the STP. BCPFT is developing a forward plan which will improve the underlying financial position to breakeven within 3 years and currently considering alternative strategies that will support delivery of clinically and financially sustainable services long into the future.

### 3.0 Impact on Health and Wellbeing Strategy Board Priorities

Which of the following top five priorities identified by the Health and Wellbeing Board will this report contribute towards achieving?

- |  |                          |
|--|--------------------------|
| Wider Determinants of Health                     | <input type="checkbox"/> |
| Alcohol and Drugs                                | <input type="checkbox"/> |
| Dementia (early diagnosis)                       | <input type="checkbox"/> |
| Mental Health (Diagnosis and Early Intervention) | X                        |
| Urgent Care (Improving and Simplifying)          | <input type="checkbox"/> |

### 4.0 Decision/Supporting Information (including options)

Currently Black Country Partnership NHS Foundation Trust (BCPFT) and Dudley & Walsall Mental Health NHS Trust (DWNH) are working collaboratively to look at how we can work together in the future for service users in Wolverhampton and the wider Black Country. This could improve resilience off current services, develop new services and also ensure service users are cared for in the borough or the Black Country rather than out of area. HOSC will be kept informed of this work.

### 5.0 Implications

Please detail any known implications in relation to this report:

- Financial implications – no immediate financial implications. BCPFT is currently in deficit with plans in development to deliver financial balance within the next 3 years.
- Legal implications - none
- Equalities implications - none
- Environmental implications - none
- Human resources implications - none
- Corporate landlord implications - none
- Risks – if financial plans are not achieved it could impact on the quality of and access to services. To mitigate this the Trust does has a robust Quality Impact Assessment (QIA) process in place.

### 6.0 Schedule of background papers

- 6.1 The background papers relating to this report can be inspected by contacting the report writer:

**Lesley Writtle**

**Chief Executive**

Black Country Partnership NHS Foundation Trust

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