

MEETING:	Health and Wellbeing Board
MEETING DATE:	16th September 2014
TITLE OF REPORT:	System Wide Transformation Programme
REPORT BY:	Chief Executive

Classification

Open

Key Decision

This is not a key decision.

Wards Affected

County-wide

Purpose

To provide the Board with an update on the development of a county-wide Health and Wellbeing transformation programme.

Recommendation(s)

THAT:

- (a) **The development of a Health and Wellbeing system wide transformation programme is noted**

Alternative Options

- 1 The purpose of the briefing is to provide an update only.

Reasons for Recommendations

- 2 The Health and Social Care system in Herefordshire is under immense pressure from a capacity, demand and a financial perspective.
- 3 The response to the challenges needs to be across all parts of the Health and Social Care system to deliver maximum efficiency and to ensure changes in one area of the

system do not adversely impact another.

- 4 The quality of Health and Social Care services need to be improved to deliver better long term outcomes for individuals.

Key Considerations

- 5 The Health and Social Care providers and commissioners are working collaboratively to address some of the shared quality and financial issues. The outcome of this work has been the formation of a system wide transformation programme.
- 6 The Accountable Officers from Wye Valley NHS Trust, 2gether NHS Foundation Trust, Herefordshire Clinical Commissioning Group and Herefordshire Council will take this work forward with support from senior members of their executive teams.
- 7 The programme will focus on three key areas:
 - a. Improved outcomes for residents
 - b. Greater efficiency for providers and commissioners
 - c. Projects and schemes that deliver cash savings
- 8 A Transformation Board has been created to manage the performance and delivery of the programme and will be overseen by an independent chair. During this early phase of development for the programme, the Board will be chaired on an interim basis by Cllr Jeremy Millar.
- 9 A Terms of Reference for the Transformation Board has been agreed and is attached as reference at Appendix A.
- 10 A Memorandum of Understanding between the key partners has been established and agreed.
- 11 A Programme Director (Sarah Smith) is being provided by the NHS Local Area Team to take responsibility for the programme delivery and providing advice and assurance to the Transformation Board.
- 12 A Joint Commissioning group between the Local Authority and the CCG has been established. This group will enable the commissioning of services to be considered, planned and agreed across Health, Public Health and Adults and Children's Wellbeing in order to support the integration of services and delivery against the Better Care Fund.
- 13 Clinical and professional leadership will be at the heart of any service redesign.
- 14 The programme will be supported by a "virtual" project team from across each of the partner organisations.
- 15 The programme has been designed into four workstreams with supporting cross-cutting themes. A programme overview diagram is attached at Appendix B.
- 16 Each of the workstreams and cross-cutting theme will have a senior officer sponsor, critical friend and clinical and professional lead.
- 17 A review of current projects has started in order to understand whether they need to be aligned into the system wide programme to be either directly managed or to maintain visibility.

- 18 A Case for Change will be developed to provide the basis for the public engagement process over the coming years. This will set out the context of why services will need to change in the future.

Community Impact

- 19 The Understanding Herefordshire and local needs assessments will provide the evidence base to support any redesign of services.
- 20 The transformation of services will be directed by the overarching Health and Wellbeing strategy for Herefordshire which is currently being developed and will be approved by the Health and Wellbeing Board.
- 21 There will be a strong emphasis within the programme on developing our community partnership to ensure services meet the local need and that communities are able to take a lead role in the design of how services could be delivered in the future.
- 22 Service users, carers and front line staff will be actively engaged to support the redesign of services.

Equality and Human Rights

- 23 An equality impact assessment will be undertaken for each of the projects as they become identified.

Financial Implications

- 24 The total estimated gap across the Health and Social Care System is in excess of £120m. This equates to approximately a third of Health and Social Care spend within the county.
- 25 The aim of the programme is not to reduce costs by £120m, but to reduce whole system costs by the optimum amount whilst keeping services safe. This will enable system leaders to demonstrate that everything possible is being done and make the case for ongoing county funding due to the rural and demographic nature of Herefordshire.

Legal Implications

- 26 Any legal implications will be considered as the programme develops
- 27 Decisions required as part of the transformation of services will be undertaken using the appropriate governing bodies within each partner organisation.

Risk Management

- 28 Risks will be managed using a structured method of identification, assessment and action and monitored by each workstream and the Transformation Board.
- 29 A risk log for the programme will be maintained and owned by the Programme Director.
- 30 The impact of not approaching the redesign of services at a system wide level will

have financial risks to all parties if critical services are not maintained and have to be delivered or purchased outside of the county

- 31 The impact to people who use services are that the quality of their care does not improve and that long term outcomes are not achieved from both an individual and a population perspective.

Consultees

- 32 A full engagement strategy will be developed for the programme so that all stakeholders in Health and Wellbeing can support the design of services.

Appendices

Appendix A – Transformation Board - Terms of Reference

Appendix B – Programme Approach Diagram

Background Papers

None identified

Herefordshire Health and Social Care Transformation Board

Terms of Reference

Members:

- Independent Chair (TBC)
- Deputy Chair – to be elected from among the members of the Board
- Chief Executive WVT
- Chief Executive 2gether NHS Foundation Trust
- Director for Adults Wellbeing Local Authority
- Director of Children’s Wellbeing Local Authority
- Director of Nursing and Quality NHS England
- Chairman Taurus
- Chief Executive Herefordshire Council
- Chief Officer Herefordshire CCG
- Representative/s from Powys Teaching Health Board and Local Authority (TBC)

Attendees:

- Workstream Sponsors
- Programme Team
- Additional attendees at the discretion of the Chair

Aim

The Transformation Board has been established to provide leadership for the Herefordshire Transformation Programme.

The Transformation Board is also established to provide recommendations through consensus to the individual statutory health and care and wellbeing organisations in Herefordshire.

Objectives

- To provide system leadership to the Programme in Herefordshire
- To provide the overall governance and decision making framework for the Programme
- To consider the recommendations made by the Programme Workstreams and Sub Groups
- To consider and make recommendations to the statutory organisations for formal sign off by their respective Boards
- To receive reports on the utilisation of the Better Care Fund and ensure the principles and plan are incorporated into the Transformation Programme
- To identify and utilise appropriate individuals, organisations and reference groups in support of the programme
- To identify relevant funding streams to help in the development and delivery of the programme
- To work within a remit aligned to the Health & Wellbeing strategy
- To ensure communication with other responsible commissioners
- To ensure engagement and consultation with all key stakeholders, and with the local population

Reporting arrangements

The Transformation Board will report into the following statutory organisations:

- Herefordshire CCG
- Herefordshire Council
- NHS England
- NHS Trust Development Authority
- Powys Local Health Authority
- Taurus Healthcare Ltd
- Wye Valley NHS Trust
- 2gether NHS Foundation Trust

The Board will also report to the Health & Wellbeing Board who will provide strategic oversight of the Programme

The following groups will report into The Transformation Board

- Workstream Groups
- Theme Groups
- Clinical and Professional Reference Group
- Outcomes and Assurance Reference Group

Meetings

- The meeting will be chaired by an independent Chair (TBC)
- Meetings will be held monthly
- Papers will be submitted to all members one week prior to the date of each meeting
- A standing agenda will be provided that will include discussion of the action log from the previous meeting, key decisions and new actions and the plan for taking these forward

- The output from each meeting will be minuted with a detailed actions and agreement log, with responsibility and timescales for delivery assigned to each action
- Members will nominate deputies to attend on their behalf when they are unable to do so

Quorum

- A quorum necessary for the transaction of business shall be the Chair or Deputy Chair and must include Provider and Commissioner representation.

Roles and responsibilities of the Chair

- Effectively facilitate Board meetings to ensure agenda is covered and all views actively sought and considered, and commit to effective and efficient programme governance
- Promote partnership working to engender trust amongst member and encourage creative and collaborative relationships to develop
- Work with the Sponsors to develop the forward looking strategic direction of the Programme
- Encourage, support and challenge all Partners to develop a model for the provision of voluntary sector infrastructure support embedded in a collaborative culture which drives efficient, accessible and effective service delivery
- Facilitate information sharing across the system
- Provide stability in the development, adoption and maintenance of the programme
- Improve efficiency, reduce costs and minimise bureaucracy
- Encourage and facilitate frank and open conversations that may at times be difficult, working towards consensus amongst all members
- To arbitrate when disagreements arise and seek resolution
- To appoint an alternative Chair if unable to attend meetings

Roles and responsibilities of members

- To attend meetings and to complete tasks as agreed.
- To fulfil responsibilities in such a manner that respects each individual organisation's statutory roles and responsibilities; but proactively seek to engender partnership working through openness and transparency to maximise the wider benefit of joint working for the patients and public
- To seek to reach consensus opinions within the Board wherever practicable and to consider matters from the perspective of the patients and the public and not organisational self-interest
- To declare any interest that is relevant to the Programme
- To maximise the involvement of the public wherever possible within the development and delivery of the Programme
- To act in accordance with the agreed principles set out in the Memorandum of Understanding

Administrative Support

- Administrative support will be provided to the Transformation Board

Term

- The Transformation Board is part of the overall Programme governance structure. It will be established for the duration of the Programme
- Programme membership will be reviewed annually