



## HEALTH AND WELLBEING BOARD

Date: 12 July 2018

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### **System Transformation Board Update**

**Report of:** Chief Operating Officer, Northumberland Clinical Commissioning Group

**Cabinet Member:** Councillor V. Jones, Adult Wellbeing and Health

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#### **Purpose of report**

This report outlines the background to, and current operations of, the Northumberland System Transformation Board.

#### **Recommendations**

It is recommended that the Health and Wellbeing Board:

1. Consider the contents of the report and provide comment

#### **Link to Corporate Plan**

This report is linked to the following key themes of the Corporate Plan for 2018-2021:

- Living – We want you to feel safe, healthy and cared for.
- Connecting – We want you to have access to the things you need.

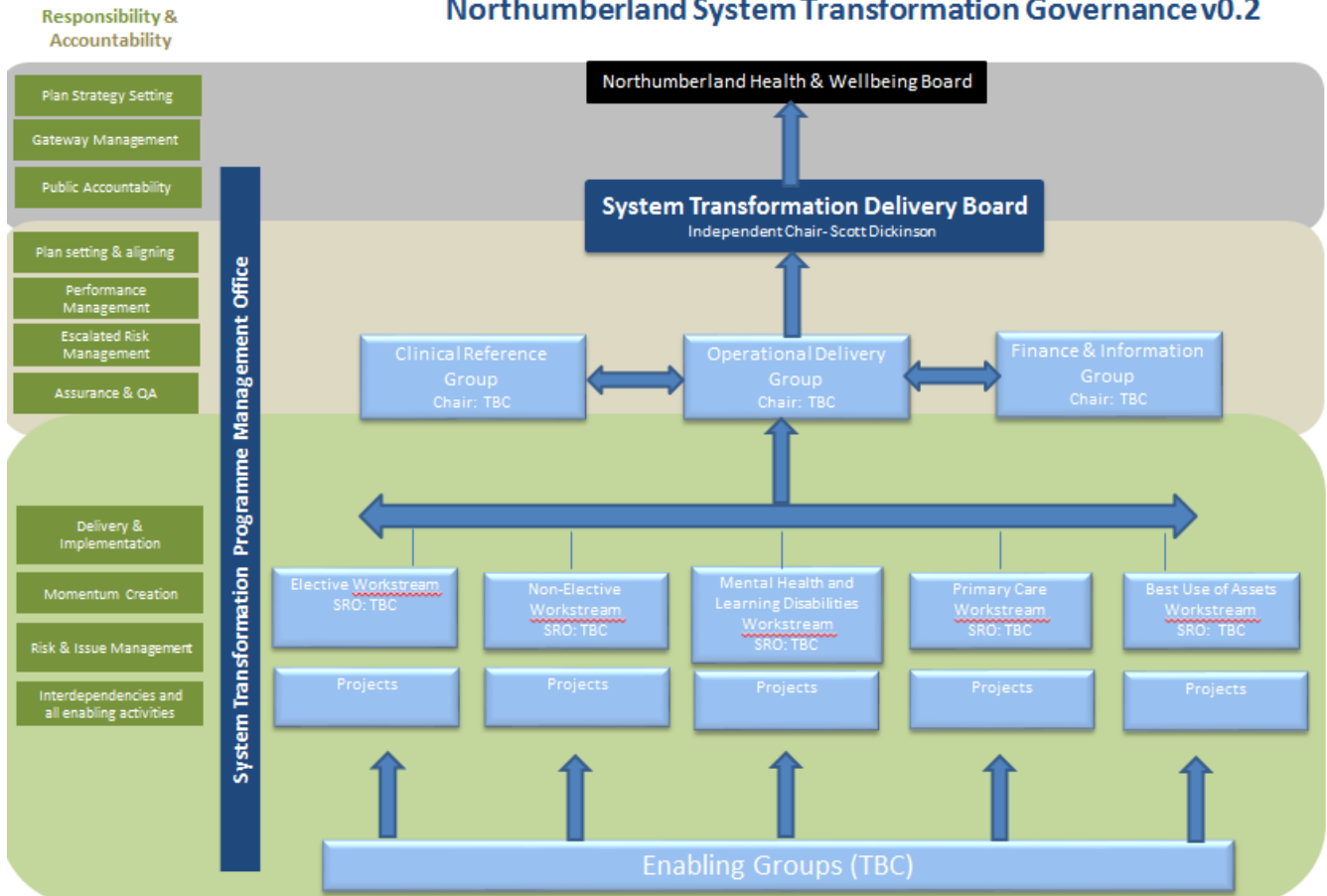
#### **Key issues**

The key issues for the Northumberland System Transformation Board are to attempt to work together to achieve a financially system that has the capacity and capability to drive system change.

#### **Background**

The Northumberland System Transformation Programme Board (shown below) was established in February 2017. The Board is chaired by Scott Dickinson and membership is Chief Executive Officer-level across the Northumberland system.

## Northumberland System Transformation Governance v0.2



The ultimate objectives of the Board are to:

- Deliver clinically and financially stable care services across Northumberland
- Connect the health and social care system to deliver care
- Enable a shift from secondary to primary and community care, with a focus on patient centred outcomes, self-care and prevention.

To achieve these principles the system aims are to:

- Lead the delivery of the required efficiencies through to 2020 through service models that will drive:
  - Out of hospital models of care at scale
  - Effective bed utilisation
  - Flow in the system including transport
  - System-teams leading delivery
  - Innovation and ambition
- Embed clinical and financial stability beyond 2020 with a focus on quality care at all points in the care system
- Create the conditions for successful transformation of the health and care economy

The transformation programme will aim to create the conditions for the successful transformation of the health and care economy through:

- stable and sustainable, ambitious system-wide leadership
- collaborative working across partners
- strong patient, community and clinical engagement and involvement
- strong or improving operational and financial performance
- a strong out of hospital system.

## **UNDERPINNING PRINCIPLES**

- **One single coherent story and programme of work** - rather than generating lots of small isolated initiatives
- **Person-centred** – work is focused on patient experience and outcomes
- **Clinically-led** – supported by managers
- **Evidence based** – but a lack of evidence is not an excuse to try a new approach
- **Outcome focused** – and where outcomes fail to be realised we stop doing it
- **Focus on quality** – a fixed financial envelope but this is not an excuse to compromise on quality
- **Health system focus** – recognising that wider partners need to be involved in health improvement
- **Willingness to take and share risk for the benefit of the system – whilst** understanding that members remain accountable to their own organisations
- **Whole system rather than organisational focus** – partners are equally responsible for managing the consequences for individual organisations of decisions made for the benefit of the system
- **Agreement that transformation achievements can only be realised if we share strategic (including financial) alignment**
- **Approach is medium term** – we will not sacrifice longer term benefit for short term gain
- **Action focused** – we will move quickly where we can, setting demanding timeframes for work
- **Innovative** – we will try new approaches drawing on the ideas and experience of our staff and users.

## **System Transformation Board progress at July 2018**

### **Achieving financial balance as a system and the capacity and capability in the system to drive system change:**

Northumbria Healthcare Foundation Trust and NHS Northumberland Clinical Commissioning Group have jointly commissioned management consultancy Carnell Farrar on an 8-week piece of work to support health and care leaders collectively to address the financial challenge faced by the Northumberland system and to develop plans to drive transformation.

This piece of work will build on the substantial work already completed which developed a draft clinical and financial model. Carnell Farrar will be reviewing the affordability,

deliverability and commitment to the 2018/19 operating plans, the capacity and capability for system delivery and facilitate agreement for us as system leaders on a way forward.

As part of this work, Carnell Farrar will deploy a Change Capability Assessment (CCA) tool across the leadership and senior management structures of all organisations in the system. This tool has been specifically designed to assess organisation and systems ability to deliver transformation, the system capacity to drive change and strategic alignment of the system.

This will provide the basis for the future development of system working which is a fundamental requirement of delivering integrated care. This will be supplemented by structured interviews with key stakeholders, including operational and financial leads from each organisation, to establish a comprehensive understanding. The output of this assessment will be collated into a report for review by the Strategic Transformation Board in July.

### **Clinical Strategy Development**

Considerable work went into producing a clinical strategy for the development of a Northumberland Accountable Care Organisation (ACO) throughout 2016 and 2017.

Since then, the ACO development has been put on hold indefinitely. Individual provider organisations have each produced their own five-year clinical strategies, which were presented to System Transformation Board in April this year.

Work is now taking place to produce a system-wide clinical strategy for Northumberland, set in the context of the existing commissioner-provider relationship.

The broad principles of a system-wide strategy were discussed at System Transformation Board in June and it was agreed to bring together a group with representatives from NHS Northumberland CCG, the Local Authority and each provider organisation to take this work forward at pace.

### **Work stream development**

There are now four work streams up and running under the Board and these are Elective including Rightcare, Cancer and Outpatients; Non Elective Care, Best Use of Assets and Mental Health and Learning Disabilities. The update below focuses on the most developed work stream to date.

### **Update for Mental Health and Learning Disabilities Work Streams**

Led by a Mental health and Learning Disabilities board, five work streams have been operationalised for children and young people, adults, older adults, learning disabilities and specialist services. These work streams have been tasked by the Transformation Board to develop a transformational approach to change that will result in the development of efficient, effective and sustainable Mental Health and Learning Disability Services that meet the needs of the Northumberland population.

## The key outputs are:

- Undertake a Mental Health Needs Assessment and collate a baseline of Health & Social Care commissioned services that highlights spend, anticipated activity, actual activity and outputs.
- To work with Commissioner and Provider representatives to develop a methodology to gauge the effectiveness of current provision from an outcomes perspective.
- Develop an engagement strategy and approach that ensures opportunities for input from a broad range of stakeholders.
- Ensure all proposals associated with this work stream take into account key environmental/external factors that impact upon Northumberland e.g. Integrated Care Systems and STP
- To develop in conjunction with key stakeholders integrated and sustainable models of care delivery, both Community and Hospital based.
- Identify current MH strategies and action plans, identify gaps and agree MH priorities. Make recommendations via the Transformation Board to Commissioners in relation to future commissioned activity and priorities.

The work streams are attended by the CCG commissioning and clinical leads and are in the process of identifying the 3 key areas of development in 2018/19 and 2019/20.

## Next Steps

The future direction of the System Transformation Board will be defined by the delivery plan underpinning the Clinical Strategy and each organisation's level of ambition to work together as a whole system.

## Implications

<b>Policy</b>	N/A
<b>Finance and value for money</b>	N/A
<b>Legal</b>	N/A
<b>Procurement</b>	N/A
<b>Human Resources</b>	N/A
<b>Property</b>	N/A
<b>Equalities</b> (Impact Assessment attached) Yes <input type="checkbox"/> No <input type="checkbox"/>	

N/A	X	
<b>Risk Assessment</b>		N/A
<b>Crime Disorder &amp;</b>		N/A
<b>Customer Consideration</b>		N/A
<b>Carbon reduction</b>		N/A
<b>Wards</b>		N/A

**Background papers:**

Not applicable

**Report sign off.**

***Authors must ensure that officers and members have agreed the content of the report:***

	initials
Monitoring Officer/Legal	n/a
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Relevant Executive Director	SB
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