

# The Black Country and West Birmingham

Sustainability & Transformation Plan



# Key Aims and Objectives of the Black Country and West Birmingham STP

Managing Demand

Strengthening Efficiency

Transforming Mental Health & Learning Disability

Improving Maternity & Infant Health

Workforce

Estates

Reshaping Commissioning

Improved Patient Outcomes

Increased Patient Satisfaction



# Our Ambition for the Black Country and West Birmingham



- Roll out of **Multi-Specialist Community Provider model**
- Realisation of **Midland Met Hospital**
- Building on the work of the Right Care Right Here Programme – **delivering care closer to home**
- **Getting to grip with infant mortality** and reducing the number of infant deaths – currently 34 babies die a year (1 baby every 11 days)
- Realising true transformation across the Black Country and West Birmingham but **tackling the wider determinants of health** – Education, Housing etc
- **Address Mental Health and Well-being** in line with the Five Year Forward View for Mental Health
- **Reducing dependency on agency staff.** Recruit, retrain and retain a high quality workforce



# Proposed Key Actions

- Develop standardised place-based **Integrated Care Models** commissioned on the basis of outcomes
- Promote the prevention agenda and build resilient communities
- Build network of **secondary care excellence**
- Deliver efficiencies in support services
- Complete acute reconfiguration through **Midland Metropolitan Hospital**
- Deliver Cost Improvement Programmes
- Integrate **mental health commissioning** and service improvement



# Proposed Key Actions Cont'd



- Develop **standardised pathways** of care for maternal/child health
- Review **maternity capacity**
- Undertake workforce transformation and reduce agency use
- Implement **Black Country and West Birmingham Digital Strategy**
- Better use of public sector estate
- Consolidate back office functions
- Review commissioning functions
- Address **wider determinants of health.**



# Four STP workstreams

**Place-based  
care**

**Maternity &  
Infant Health**

**Mental health**

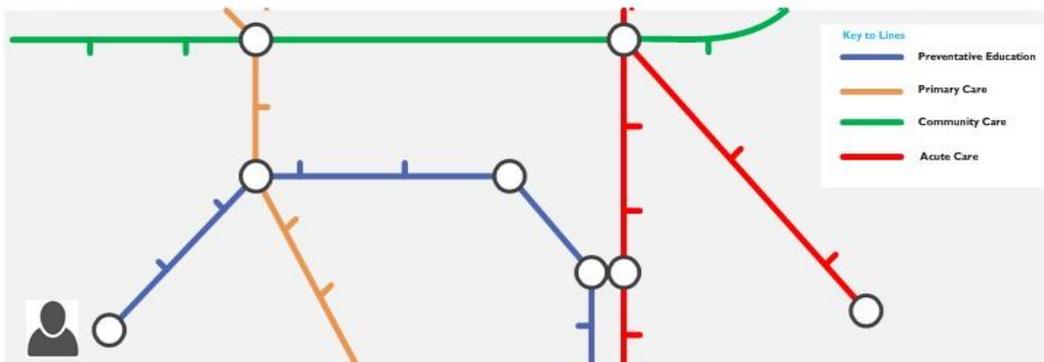
**Hospitals  
working  
together**



# Place-based care

## Sandwell & West Birmingham - New Care Model

Patients travel through a system that is not designed around them, there are lots of changes and different routes and it can take a long time to the end point.



New Care Models provide the opportunity to design an approach where clinicians work together ensuring connections are made between care



- Person centered
- Voluntary Sector Role
- Services wrapped around the person
- Outcomes Based
- Empowering approach
- Integration of Health and Social Care
- Emphasis on creating strong & supportive communities
- Consistent pathways of care
- Creating efficiencies by doing things once
- Looking at best practice and sharing ideas



# Maternity & Infant Health

## Infant mortality

- Agree metrics to improve performance
- Learn from good practice
- Identify gaps
- Review maternal mental health pathway
- Review neonatal care and pathway

## Maternity & neonatal

- Commissioning agenda
- Capacity and demand review
- Best practice review
- Finance review
- Birth demography and forward view

## National Better Birth Agenda

- Sustainable and consistent options for future care
- Follow national direction for Better Births: access, choice and empowerment
- Healthy pregnancy pathway promoting normalisation agenda for delivery

Health Gap

Sustainability Gap

Quality of Care Gap

# Mental health

## One Commissioner

- Operating as one commissioner
- Reduce variation & duplication
- Create clear, simplified pathways

## Transforming Care Together

- Provider Back office efficiencies
- Service transformation
- Develop best practice

## Better use of beds

- Care closer to home
- Reduce length of stay

## Improving care for people with Learning Disabilities

- Improved Community based services
- Reduce hospital admissions and length of stay

## Maintaining mental health wellbeing

- Enhancing whole system support
- Focus on early intervention, prevention, recovery and health promotion

← *Address gaps in service* →



# Hospitals working together

## Midland Metropolitan Hospital

Reduction of one  
Emergency  
Department

Merger of two district  
general hospitals

## Networks of secondary care excellence

T&O, CVD,  
Respiratory,  
Cancer  
all services  
operating to  
common  
standards

## Clinical Support Services

Pathology  
services  
including  
Microbiology and  
Histopathology

## Non-Clinical Support Services

Opportunities  
include payroll, HR,  
procurement, IT,  
hotel services

A Black Country  
temporary workers  
'bank' to reduce  
agency spend



# Collaborative commissioning

**Dudley, Sandwell & West Birmingham, Walsall and Wolverhampton CCGs** plan to more closely collaborate to make the best of resources and share best practice across our geographies.

We already collaborate on commissioning urgent care services, NHS 111 and the West Midlands Ambulance Service contract.

Each individual CCG will still commission some services locally to meet the specific needs of its local population, but together we will also commission some services at-scale right across the Black Country and West Birmingham.

We will be developing our plans during 2017/18 with implementation in 2018/19.



# Collaborative commissioning – next steps

## Our next steps involve:

- ✓ Establishment of a Black Country and West Birmingham Commissioning Board involving the four CCGs
- ✓ Development of a Clinical Board to make sure the clinical voice is at the heart of what we do
- ✓ Confirmation of which services will be commissioned locally and which at-scale.
- ✓ An ongoing conversation with patients and the public about transformation of services



# Involvement and Consultation

In the Black Country and West Birmingham **transformational work is already underway** – partner organisations are already busy involving local patients, partners, staff and clinicians on their plans.



To date we have:

- Black Country and West Birmingham Communications and Engagement leads network; leads are an integral part of the transformational groups
- Communication and Engagement Strategy and Concordat in place
- Communications toolkit in place to support launch - 21<sup>st</sup> November
- Starting to **inform and engage** our stakeholders

Continuing our  
journey



# Thank You – Observations and Questions

