



Birmingham and Solihull Draft Sustainability and Transformation Plan

System Leader presentation

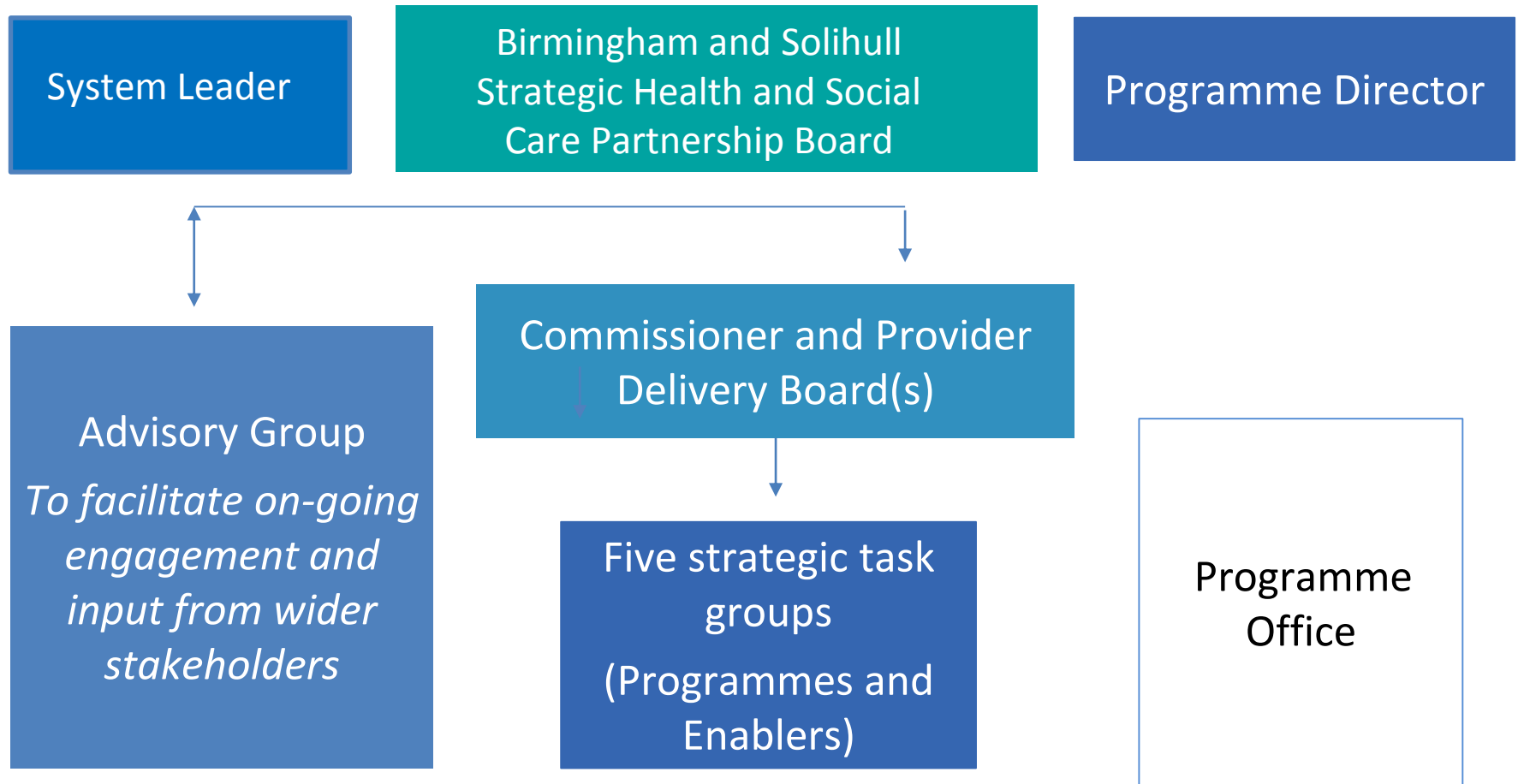
Health, Wellbeing and the Environment Overview and
Scrutiny Committee 25/10/16



System Lead Role

- To understand the system lead role, we need to be clear about the kind of system we are discussing
- The STP itself is a planning tool for delivering a health and social care system that achieves better outcomes across Birmingham and Solihull over the next 5 years
- By being part of the STP process, organisations are committing themselves to a collaborative way of working that subordinates institutional ambitions to the collective achievement of the "triple aim"
- The role of system lead is to enable that collaborative approach to happen by building positive relationships and, therefore, a functioning partnership

A **Proposed** new governance structure



Proposed membership

Birmingham and Solihull Strategic Health and Social Care Partnership	System Leader, executive and non-executive health and local authority commissioner and provider representation to enable decision making
Commissioner and Provider Delivery Board(s)	Identified representatives of 3 CCGs, 2 LA, NHS England, Acute, Community, Mental Health, Ambulance, Primary Care, Social Care, Public Health
Strategic Task Groups	Identified SROs for each of the identified themes – will chair inter-disciplinary teams that provide high support / high challenge to individual project work-streams
20 individual programmes and enablers	Programme area SROs with project teams built from across the health and social care economy. Utilising consistent project management methodology and reporting.
Programme Office	Led by system wide Programme Director with appropriate support to ensure appropriate support and consistency across the major programmes and change projects

Guiding Principles and Accountabilities

- All decisions made will be in the best interests of our citizens and patients, the impact of the health of the population and the sustainability of the system
- All decisions will support our strategic objectives: efficient and lean organisations across the footprint, transformed primary, social and community care; sustainable high quality acute, secondary and tertiary services; and an effective and affordable system.
- The Strategic Health and Social Care Partnership Board will have joint accountability for delivering the STP plan
- All organisations retain sovereignty over decisions - decisions within the STP programme need ratification within each organisations governance arrangements.
- Matters that are solely the concern of a subsidiary party will not be the business of the STP.
- Small Strategic Task Groups will co-ordinate the implementation and interdependencies of the change projects embedded within their theme.
- The Programme Director and Programme Office will be accountable to the BSol Health and Social Care Partnership Board..

Public Engagement to Date

- You will be aware that there have been some tensions between the process as set out by NHS England and how we would normally operate
- We have held 3 informal stakeholder reference group events on 27th & 29th September and 14th October.
- We have taken the decision to publish our draft plan in its entirety earlier than NHSE suggested because we want to open up the process to public engagement and scrutiny as soon as possible
- Going forward, individual work streams and organisations will be holding their own public engagement events. We are in the process of developing these at the moment
- We will hold further stakeholder reference group events so we can keep sense checking our thinking as the STP develops further

Health and Social Care

- As a system we have also been very clear that our STP needs to address the issues relating to provision of adult social care
- The Better Care Fund policy guidance is also expected to restate that integration of health and social care by 2021 is a target for the NHS
- Detail on health and social care integration can be found within the STP plan – under the ‘stabilisation and transformation of social care’ programme. But this area needs further development

Resourcing the System

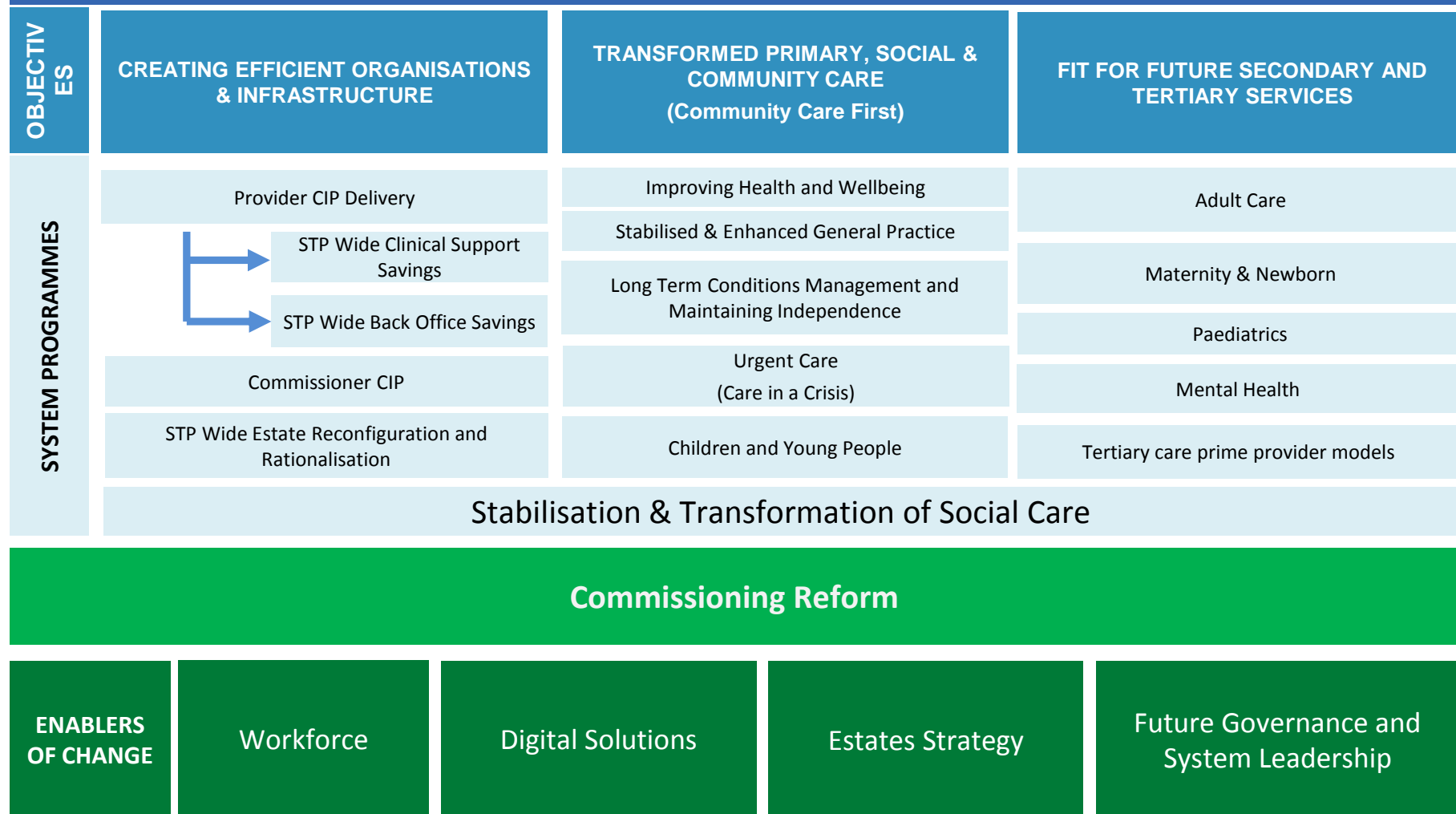
- The STP shows the current state of finances across the system. In short, we have an overall deficit of £18m in 16/17, but if we do nothing this will grow to £712m by 2021
- The NHS has suggested that System Control Totals will be introduced. These differ from pooled budget arrangements in that system control totals allow greater flexibility within a system for the allocation of resources – but there is no indication that system control totals would include local government
- Pooled budgets are more tightly controlled in terms of where money can and cannot be spent, but are not as flexible in terms of moving financial resource around a system

Maximising impact

- The STP is a huge transformation programme. At present it involves councils, acute trusts, provider trusts, CCGs and GPs across Birmingham and Solihull
- As the plan develops, more organisations will become involved
- The 5 year plan on a page shows how the work streams fit together
- Identifying interdependencies and minimising overlaps / gaps between work programmes will form part of the role of the Programme Office and will be picked up through the programme governance structures

Our STP - 5 Year 'plan on a page'

TRIPLE AIM – BETTER HEALTH, BETTER CARE, LOWER COSTS



The West Birmingham Question

- West Birmingham is part of the Black Country STP
- This is because NHS boundaries are not co-terminous with local authority boundaries
- The current arrangement was the least complex to make work in this phase of plan development
- BSOL and Black Country representatives are associate members of each STP, and attend each other's STP meetings

Suggestions for the Role of Scrutiny going forwards....

- Additional programme scrutiny for Birmingham and Solihull – Joint HOSC
- Connectivity between BSOL and Black Country STPs (especially with regard to West Birmingham)
- Overview of engagement and consultation processes as they develop across the system
- Specific focus on integration of health and social care as it progresses