

Wiltshire Council

Health and Wellbeing Board

September 2022

Subject: Wiltshire Alliance Transformation Work Programme - update

Executive Summary

The 2-22-23 work programme has been established through the Wiltshire ICA development sessions. Despite capacity challenges, all programmes are established and working towards their objectives.

Systems and processes are under review to ensure effective and appropriate governance and reporting against the programme commitments.

The ICA ambition is to be led by population health and wellbeing inequality gaps. With the system working through significant change, key work streams need to complete enabling us to move towards this ambition for the next programme of work.

The ICA development work will be refreshed and re-established, ensuring we are in a strong position to take our transformation work forwards.

Proposal(s)

It is recommended that the Board:

1. Notes the content of the paper.

Reason for Proposal

N/A

Fiona Slevin-Brown
Place Director, Wiltshire.
BSW ICA

Subject:

Purpose of Report

1. To provide the Health and Wellbeing Board with an update on the Wiltshire Integrated Care Alliance Transformation programme of work.
2. This report does not include the full remit of the Alliance priorities – these are currently in draft form and will be discussed at the first Alliance Joint Committee in September 2022.

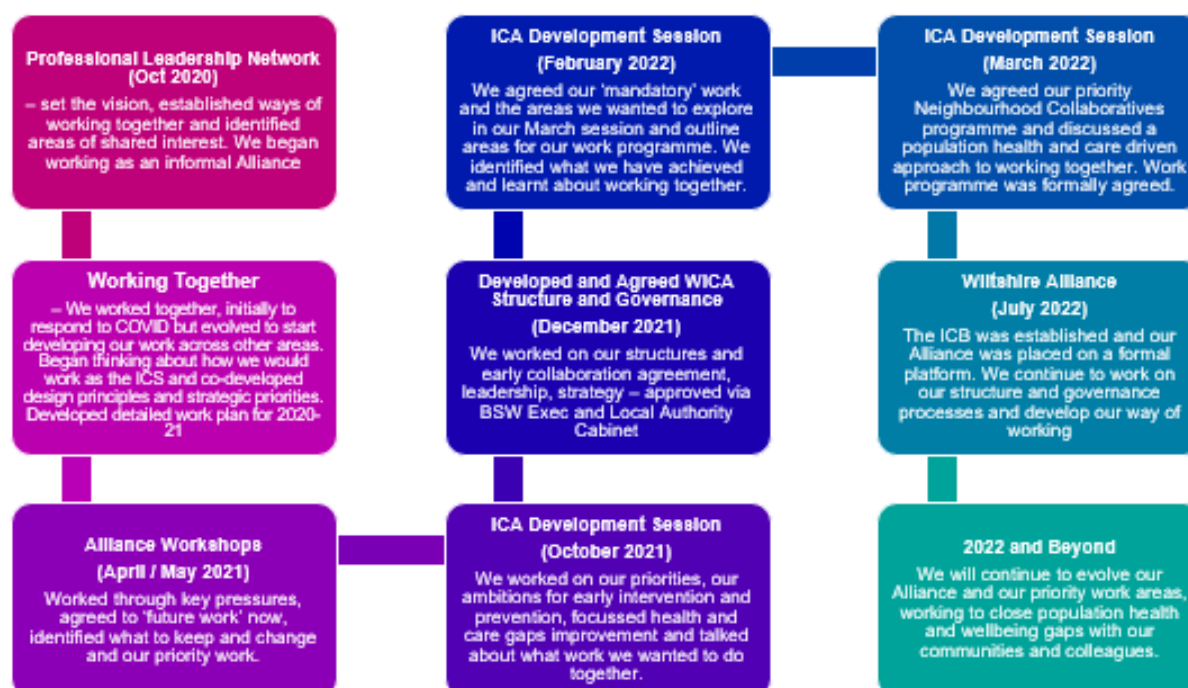
Relevance to the Health and Wellbeing Strategy

2. The programme is aligned to the themes and objectives of the current strategy, which were considered at the time the programme was developed. Each of the programmes sits under one of the themes,

Background

2. As we have worked towards becoming an Alliance in Wiltshire, we have also co-developed a shared work programme, focussed on key priorities aligned to our shared objectives. The figure below sets out the development pathway to date.

Figure 1- Our Alliance Journey



4. Despite challenges during the Omicron response and intense demands on our teams and services, our initial work programme (2021 -2022) has been successful in driving forward both our mandatory priorities, as well as the work that we jointly agreed to explore as early tests of change and development in our new way of working. That work programme has led, via a series of workshops, to the agreement of the 2022-23 ICA transformation work programme which is described in the next section.

Main Considerations

5. The 2022-23 work programme (see [Table 1; Alliance Transformation Work Programme 2022-23](#) below) has evolved from the previous year's work, taking into consideration learning throughout the programme and discussions at two full ICA Development Sessions in February and March 2022.
6. The new work programme is a step towards the Alliance ambition of being led by our population health and wellbeing inequality gaps and the views and feedback from our communities. We recognise that there are more building blocks to put in place as we continue to make progress towards that way of working. This includes:-
 - a. Developing our ability to access, interpret and utilise population health and wellbeing data – this is linked to the BSW Population Health programme and the development of the Population Health and the BSW Inequalities Strategy (2022) together with IT and technical developments which will allow us to join sources of data together for the first time.
 - b. Establishing a genuine relationship with the people who live and work in Wiltshire so that we can listen to their views and experiences – this work is linked to the Connecting with Our Communities programme, the BSW People and Communities Strategy, the national People and Communities Statutory Guidance regarding the legal duties of the Integrated Care Board (ICB) and the Council's key programme to listen and working with our most deprived communities.
 - c. The development of:-
 - i. the 2023 Health and Wellbeing Strategy following the completion of the Joint Strategic Needs Assessment refresh. This key strategy will underscore the direction of travel for our shared work programme.
 - ii. The BSW Integrated Care Strategy – currently in development.
7. Following the establishment of the Integrated Care Board (ICB), a period of review is being undertaken which includes the Alliance programme management, meeting flows and reporting, connecting these into the appropriate governance. This may result in changes to the way the programme is driven and monitored going forwards.

The following tables set out the programme for 2022-23 together with a high level indication of progress. Once the revised reporting and programme management model is in place, a more in-depth report can be shared with this meeting, which will include milestone reporting, risks and

Table 1- Alliance Transformation Programme 2022-23

Programme Area and Work	Progress	Outcome	Reporting and oversight
<p>Children and Families</p> <p>BSW Programme to improve outcomes in key priority areas.</p> <p>Focus on prevention and early intervention. Developing a single brand/ integrated services working at a community level offering Early Help/support for 0-19yrs. Pilot Neighbourhood Focus Sites in Warminster and Westbury will work together to deliver this programme and establish a single brand multi-agency approach to include ICB/Wiltshire Police/ Wiltshire Council/FACT.</p>	<ul style="list-style-type: none"> • Full programme team and Board in place. • Initial funding agreed. • Proceeding to implementation of pilot sites. 	<p>To develop a strong community of practice around community health for CYP and their families so that they are able to access support more easily and rapidly within their own neighbourhood.</p>	<ul style="list-style-type: none"> • BSW Children and Young People's Programme – directly linked into Place • Wiltshire FACT • Links to Alliance Delivery Group • LCB <p>to be reviewed further</p>
<p>Mental Health Community Services Framework</p> <p>Long Term Plan's vision for a place-based community mental health model, and how community services should modernise to offer whole-person, whole-population health approaches, aligned with PCN approach.</p> <p>Focus on increasing strong rate of annual health checks with people with LD needs.</p> <p>Development and roll-out of Access Model across Wiltshire.</p>	<ul style="list-style-type: none"> • Reporting and monitoring in place. • Programme Board established and work under way. 	<p>People with LD will be offered an annual health check in a personalised and accessible way, meaning their health is maintained and emerging concerns are identified at an early stage. Wiltshire residents can expect seamless access to mental health support and assurance that they will be directed to the appropriate services from the outset.</p>	<ul style="list-style-type: none"> • BSW Thrive Board • Wiltshire CSF board • Alliance Delivery Group

Programme Area and Work	Progress	Outcome	Reporting and oversight
<p>Ageing Well in Wiltshire</p> <ul style="list-style-type: none"> • Ensure implementation of the Long-Term Plan ambitions in Wiltshire • Co-develop Virtual Ward model and ensure achievement of national target for Wiltshire by Dec 2023 (40beds per 100k) • Pathway 2 Bed Model Implementation – revised framework and model for commissioning care home beds. • Ensure 2hr Crisis Response fully functional across Wiltshire, maximising effectiveness. • Progress Anticipatory Care roll-out across identified conditions – both Virtual Wards and Care Home MDTs 	<p>Continuation from 2021/22.</p> <p>Full programme board in place and reporting through to Delivery Group and Urgent Care and Flow Board.</p> <p>Virtual Ward – SRO established and programme in place.</p> <p>Pathway 2 – proceeding to pilot phase with full model implementation in April 2023.</p>	<p>Residents in Wiltshire will be supported to stay at home or in place or usual residence when that is the best place for them to be – unnecessary admissions will be avoided.</p> <p>People requiring bedded care either following an inpatient stay or because they require care but not hospital admission will be able to access this rapidly and in line with best practice care standards.</p> <p>Patient flow will be supported by a flexible and responsive community offering.</p>	<ul style="list-style-type: none"> • BSW Ageing Well Board • Ageing Well in Wiltshire Programme Board (WHC-led) • Locality Commissioning Group • Urgent Care and Flow Board
<p>Urgent Care and Flow Improvement</p> <p>Full participation in BSW-led work streams: -</p> <p>Front door services, in-reach to acute pathway, Referral processes, Data and information sharing, BSW principles and Escalation process</p> <p>Development and delivery of Locality Improvement Programme as a result of the learning from the SAFER / MADE weeks in May & June 2022.</p>	<p>Key focus area with complex system of work streams in place.</p> <p>Clear ICA priority work streams agreed – with 10 top priority improvements identified.</p>	<p>Wiltshire residents will benefit from effective, responsive and integrated services which are able to support maximising capacity within our acute trust partners. Ambulances will not wait at ED front doors.</p>	<p>Operational Response Group</p> <p>Urgent Care and Flow Board</p> <p>Alliance Delivery Group</p>

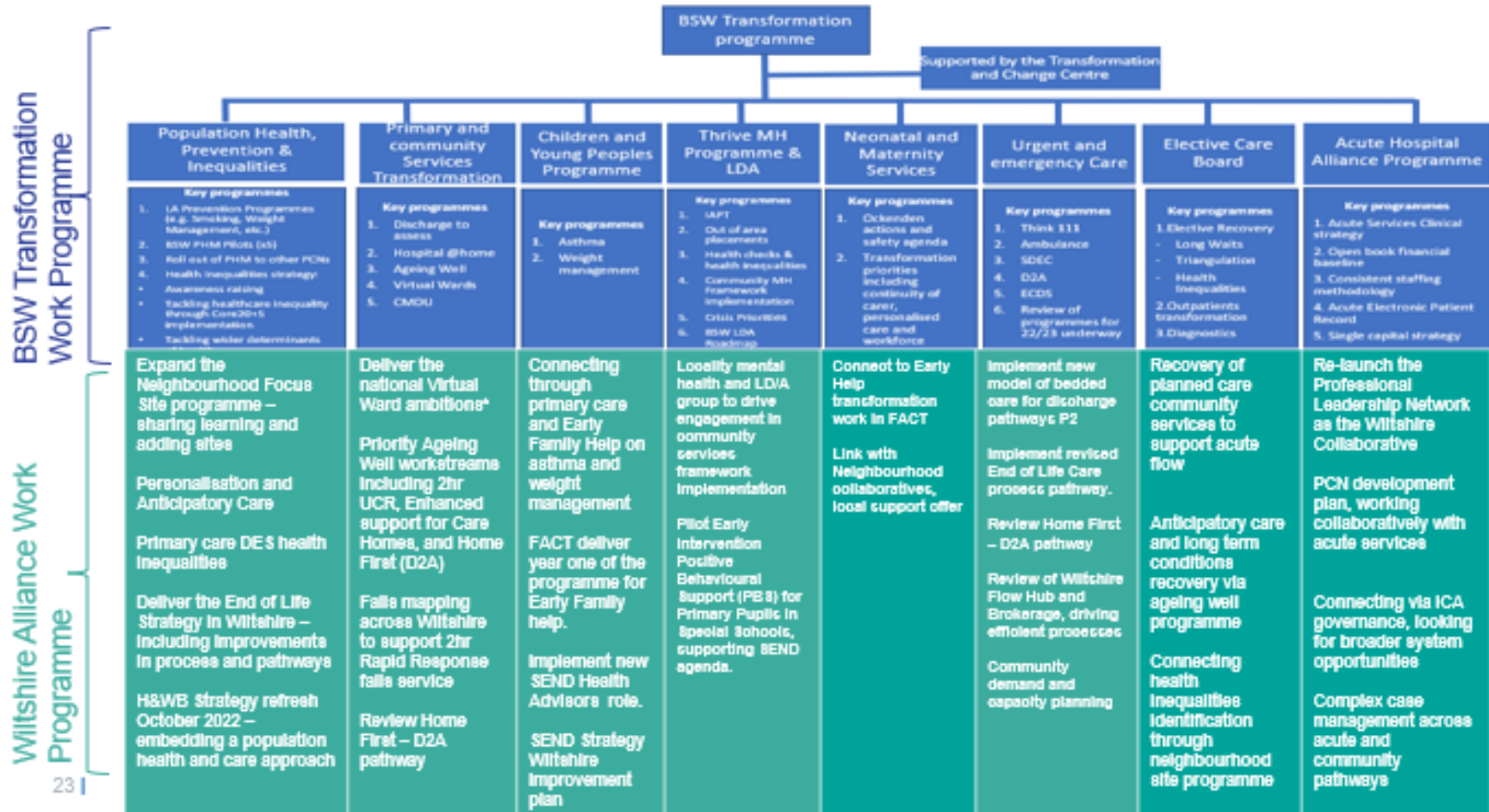
Note – locality driven work focuses on actions from Super MADE / SAFER weeks – this includes development and implementation of discharge communications, engagement and resources, review of pathway efficiencies and Pathway 2 New Model implementation.

Programme Area and Work	Progress	Outcome	Reporting and oversight
<p>End of Life Care Process Improvement</p> <p>Revising non-clinical process pathways to ensure that people are able to have their needs met when and how they choose by re-defining decision and funding pathways and reconfiguring service provision.</p>	<ul style="list-style-type: none"> • Interim End of Life care process pathway implemented. • Final proposal currently out for feedback – to go through ICB governance for decision-making. 	<p>People will have rapid access to appropriate and safe care at the end of their lives, reducing waiting time for discharge and enabling them to die in the place of their choosing</p>	<ul style="list-style-type: none"> • BSW End of Life Care Group & Population Health, Prevention and Inequalities programme. • Wiltshire Ageing Well programme (Wiltshire End of Life Working Group)
<p>Alliance Neighbourhood Collaboratives</p> <p>Born from the Neighbourhood Focus Site project and the Optum work, this model supports neighbourhoods (PCN footprints) to establish collaborative groups, working in a population-health management focussed way to make changes aimed at closing population health gaps. Fully established, 13 collaboratives would be working across Wiltshire will a fully formed model of support, leadership and networking to learn and share.</p> <p>Proposal is to bring 2 more ‘test and learn’ sites on in the next 12 months.</p>	<p>Agreed in principle to work with Salisbury, Devizes and Trowbridge neighbourhoods, but significant interest from other areas to progress quickly.</p> <p>Wiltshire collaborative to be established.</p> <p>SRO for this programme to be identified.</p> <p>Launch events in the planning stage which will share the toolkit with the collaborative areas.</p>	<p>Wiltshire residents will be able to inform and affect local change to improve services that matter to them.</p> <p>Neighbourhoods are able to work together to identify and reduce health, wellbeing and care gaps by working together without boundaries.</p> <p>Professionals and communities have a way of working together to design and implement solutions to inequality gaps and to work through delivery of key required changes.</p>	<ul style="list-style-type: none"> • Alliance Delivery Group • Links to BSW Population Health, Prevention and Inequalities programme. • Priority identified by Wiltshire Alliance membership. • BSW care model alignment • National priority • Significant opportunity to improve experience and outcomes at neighbourhood level • Links with national requirements of primary care • Significant alignment with Council focus on areas of deprivation and associated improvement plans (Community Visits).

Programme Area and Work	Progress	Outcome	Reporting and oversight
<p>Connecting With Our Communities</p> <p>Enabling workstream to underpin our Alliance way of working. This group will work to establish multi-way links and conversations with our communities and colleagues, supporting the other work streams and way of working across our partnership.</p> <p>Will develop and implement the Wiltshire delivery of the People and Communities Strategy/</p> <p>Directly links and supports the Neighbourhood Collaborative Work as an enabler and supports the Council's focus on improving outcomes in areas of highest deprivation.</p>	<p>Workshop taking place 30/8 to agree 'what good looks like' if we are living the principles of our strategy. Also aims to jointly develop model of 'intensive listing events' for the Council programme and Neighbourhood Collaboratives.</p> <p>Following workshop, full plan to be developed and agreed.</p> <p>Engagement principles and scope of the group agreed and in line with the BSW and national guidance.</p>	<ul style="list-style-type: none"> • Decisions taken by the ICA will be made following engagement and discussion with our communities of staff and residents. • Our residents will know where and how to 'get involved' to work with us on solving the things they tell us are important to them and in resolving our identified gaps. • Individuals and communities will be able to directly shape and engage with the work in their area to improve health and wellbeing gaps that matter to them. 	<ul style="list-style-type: none"> • Alliance Delivery Group • Links to BSW engagement strategy group • To enable us to co-produce our work and decisions and understand what is important to people living and working in our area. • To put in places relationships and structures to support information sharing. • Support the implementation of the BSW People and Communities Engagement Strategy • Supports care model and BSW vision

Programme Area and Work	Progress	Outcome	Reporting and oversight
<p>Alliance Development</p> <p>Broad work stream supporting the ongoing development of the Alliance. This includes developing supporting resources and activities:-</p> <ul style="list-style-type: none"> - Ongoing programme of ICA development and face to face meetings - Revising the Programme approach - Developing a communication and engagement plan with defined pathways for sharing information and engagement - Ongoing relationship development across partners. - Continuing work with VCSE partners - Establishing the revised Alliance Delivery Group and Joint Committee - Re-launching the Professional Leadership Network meetings 	<p>The ICA Development days have been paused following the establishment of the ICB. These will be re-established.</p> <p>Work with VCSE partners continues – though risk re lack of funding remains.</p> <p>Full plan to be co-developed and agreed.</p> <p>Joint Committee and Alliance Delivery Group TORs and arrangements are currently in review and testing phase.</p> <p>PLN to be re-launched once Healthcare Professional Director is in post.</p>	<p>We will work together in our Alliance according to the principles we have agreed in a line with a continuous improvement focus.</p>	<p>ICA Joint Committee</p> <p>Underpinning work to support the effective performance of our Alliance and our work programme.</p>

Table 2 - Alignment to BSW Priority Programmes



- 8. The Neighbourhood Collaborative Programme is currently in the development and launch phase. This programme is the fruit of the work we have done as an Alliance and will connect and drive many of our population health programmes.

Figure 2- Our Neighbourhood Collaborative Development

Tackling Inequalities

We are committed to reducing Health and Wellbeing inequalities. This is embedded in our principles and ways of working.

We are developing a key transformation programme to enable and support neighbourhoods in working together on what matters to them – Our Neighbourhood Collaborative programme is taking a sustainable approach to driving long term change at local level.



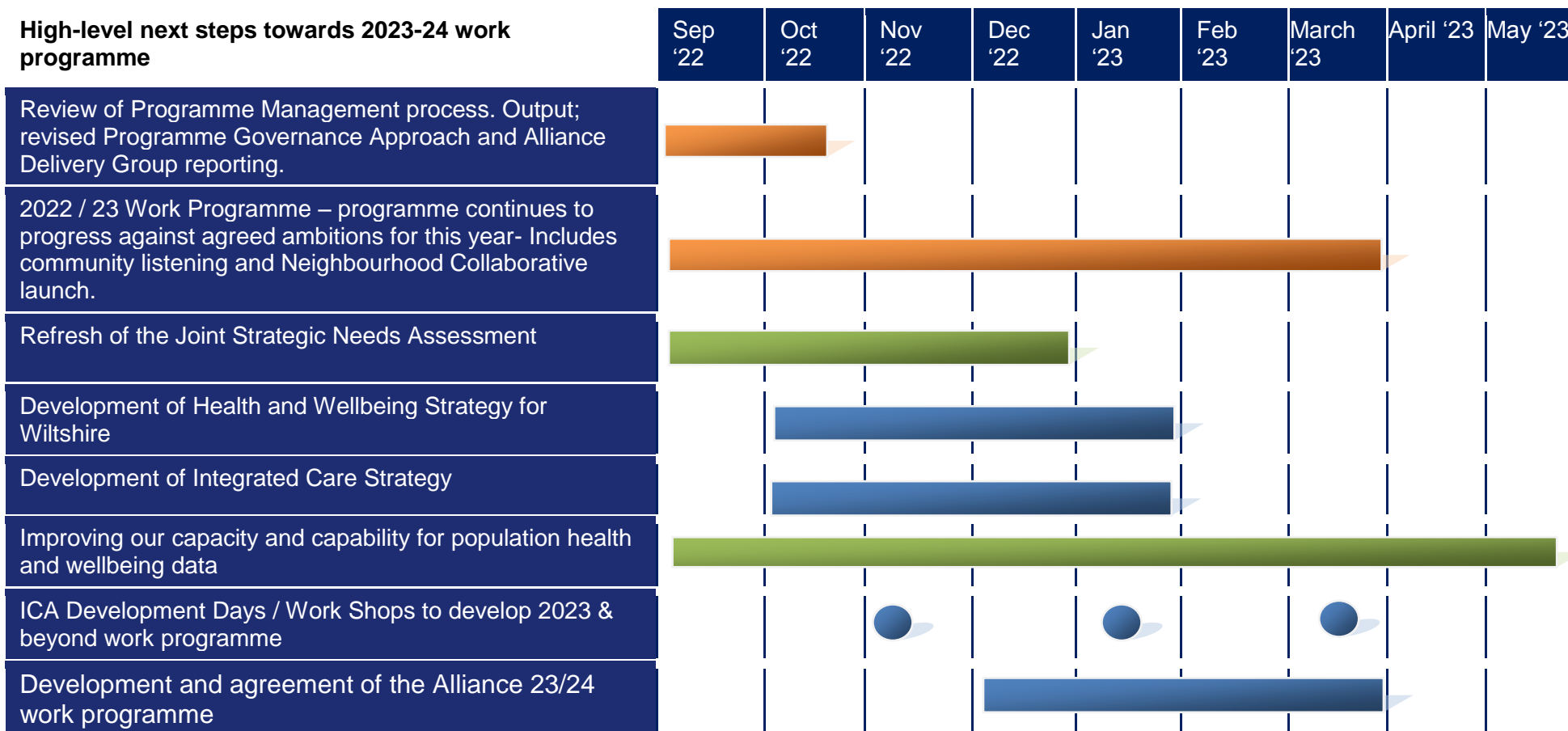
Collaboratives Pathway



Next Steps

- In recognition of aiming towards a population health and wellbeing-led approach for our shared work programme, there are some key pieces of work to be completed prior to reconvening our Alliance to discuss the programme in further detail. These are set out below. The areas of work are foundation stones on which we will step into the next iteration of our development together. The enabling work streams will feed into our planning phase. Dates are subject to change as key processes are established.

Table 3- High Level 23/24 Development Plan



Fiona Slevin-Brown
Place Director, Wiltshire.
BSW ICA

Emma Higgins
Associate Director, Wiltshire ICA Programme and Delivery Lead
BSW ICB