

Report Title:	Place Based Partnerships – The next 6 months		
Sponsoring Executive:	Daren Fradgley – Executive Director of Integration (interim)		
Report Author:	Daren Fradgley – Executive Director of Integration (interim)		
Meeting:	Trust Board (Public)	Date	4 th November 2021

1. Suggested discussion points *[two or three issues you consider the Trust Board should focus on]*

The paper covers the immediate priorities for the establishment of a Place Based Partnership (PBP) in Sandwell. These priorities are broken into 6 main areas and represent the best opportunity for successful delivery

- **Senior Leadership**
- **Governance & Lines of Assurance**
- **Transformation Plan**
- **Financial and contractual profiling**
- **Workforce review and leadership development**
- **Data management and modelling**

The paper reviews each of these items and outlines a set of key tasks for each. The Board is asked review these items and debate any strengthening or changes to the points covered. The paper is deliberately strategically themed and shouldn't be viewed as a task by task plan

2. Alignment to our Vision *[indicate with an 'X' which Strategic Objective this paper supports]*

Our Patients	X	Our People	Our Population	X
To be good or outstanding in everything that we do		To cultivate and sustain happy, productive and engaged staff	To work seamlessly with our partners to improve lives	

3. Previous consideration *[where has this paper been previously discussed?]*

The Case for Change –September 2021
Place Based Partnership guidance October 2021

4. Recommendation(s)

The Trust Board is asked to:

- a. NOTE the contents of the paper
- b. DISCUSS any suggested changes in the approach proposed
- c.

5. Impact *[indicate with an 'X' which governance initiatives this matter relates to and where shown elaborate]*

Trust Risk Register					
Board Assurance Framework					
Equality Impact Assessment	Is this required?	Y		N	If 'Y' date completed
Quality Impact Assessment	Is this required?	Y		N	If 'Y' date completed

SANDWELL AND WEST BIRMINGHAM HOSPITALS NHS TRUST

Report to the Public Trust Board: 3rd November 2021

Place Based Partnerships – The next 6 months

1. Introduction

- 1.1 This paper is designed to update Trust Board members on the required key next steps for the development of the Sandwell Place Based Partnership (PBP) for the remainder of 2021/22. The core elements of which Trust Board colleagues have already received within the case for change, presented September 2021 and the PBP guidance document presented October 2021.
- 1.2 Whilst it is clear that the national direction of travel is moving to the establishment of Place Based Partnerships from April 2022 within the wider Integrated Care System, further key decisions such as contract and budget delegation within the ICS still have to be made locally and will not be fully established until after the appointment of the ICS CEO in November 2021.
- 1.3 Despite the ambiguity of some of the system decisions at this time, Sandwell Place is in a very strong position to develop given the recent leadership additions, the large scale transformation underway to prepare for the opening of MMUH and the maturity and depth of Primary Care, Community, and Acute operating models already working in an integrated way. It should therefore be possible to establish some of the key governance and operational building blocks within the next few months ready for April.
- 1.4 In addition to the above, the case for change and the wide support for its adoption during the September governance cycle provides a strong strategic foundation to build upon. This strengthens the future position by ensuring that the wider determinants of health are addressed through the expansion to non-health and care partners.
- 1.5 Although my time in Sandwell has been short thus far, it is clear that both teams and leaders are ready to take the next steps on the Place Based journey with the Trust as the Host Partner.
- 1.6 This paper DOES NOT include Ladywood & Perry Barr Place within its scope given the stake holder map and decision making is different to that in Sandwell. However, I am working with other members of the Exec team and partners and have a commitment to ensure that the boarder is as seamless as possible and affords the very best population experience and flows through Trust and partners services.

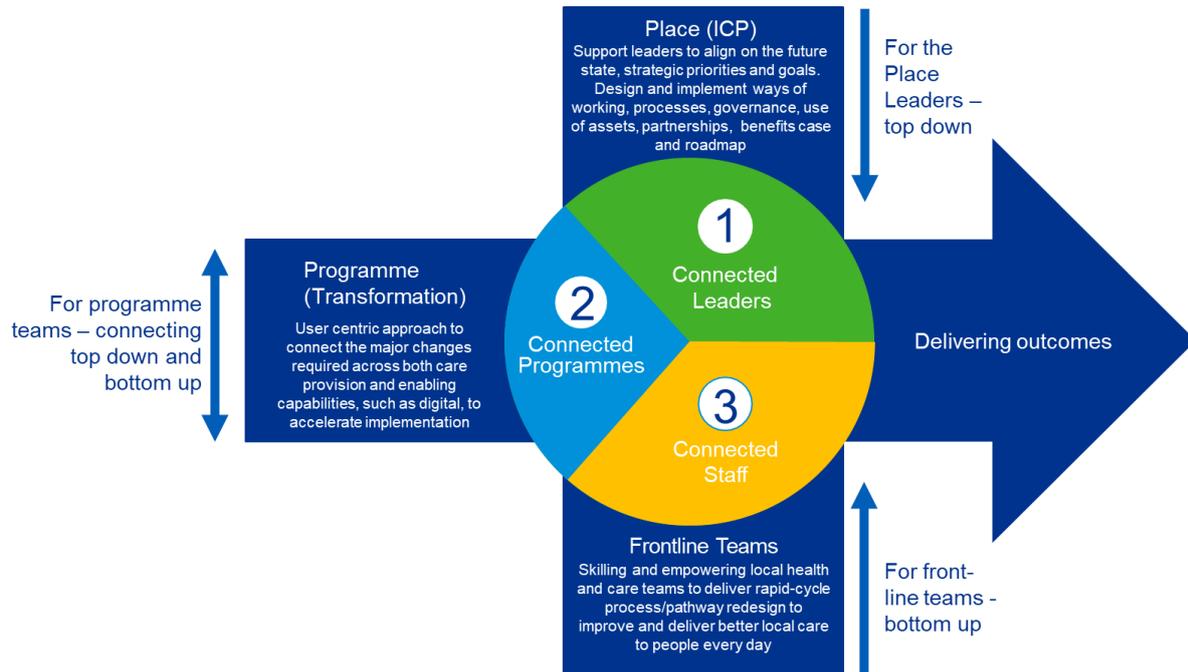
2. Development and delivery of a road map

- 2.1 It is important that the Sandwell Place understands and commits to its partnership and integration journey as smoothly as possible. Whilst the journey and maturity may take many years (3 – 5 years in the case for change), the initial set up, governance and leadership structures should be established as soon as possible.
- 2.2 In establishing these immediate steps I have used the Thrive document reported in last month's Public Board together with my own operational experience of what good looks like in building a consensus based approach.
- 2.3 Most of the raw material for establishment of a partnership of this nature already exists either in Sandwell or in other Places around the country and the task therefore is one of consensus and adaptation over the next few months to ensure that the appropriate fit is achieved.
- 2.4 It is also important that as much alignment as possible is maintained with the other Black Country and Birmingham Places so that boundaries are as invisible as possible for patients and citizens using place services.
- 2.5 The link to the wider system is not only important for alignment purposes but also for political support. The places that are making the most progress are not only striving forward with robust plans but also have very strong identities that place their work on the map. This point shouldn't be underestimated for several reasons -
 - It builds confidence in the places ability to make progress and receive wider support from a system perspective.
 - It becomes a key connection with partners of something to be proud of and celebrate.
 - It creates an epicentre for motivation of teams

3. Key themes and deliverables

- 3.1 Whilst substantial progress can be made over the next 6 months, the work should initially focus on the following 6 core themes. Whilst these themes should not be exclusive, progress in other areas should only be made once these themes are established and delivery confirmed.
 - **Senior Leadership**
 - **Governance & Lines of Assurance**
 - **Transformation Plan**
 - **Financial and contractual profiling**
 - **Workforce review and leadership development**
 - **Data management and modelling**
- 3.2 The core themes once established will start to bring the leaders and teams together in such a way that the individual pieces of work will conn integrate. However this will not happen overnight and it will take time to build trust and confidence. It is therefore proposed that a transformation approach is used to bring all of these elements together

to achieve a place based goal such as the approach below referenced in the case for change.



4. Senior leadership

- 4.1 The establishment of a Senior Leadership Team (SLT) that should be formed of leaders from each of the participating organisations.
- 4.2 This team will meet frequently and oversee the day to day development of the Place agenda and coordinate the delivery of the services in scope.
- 4.3 The establishment of a place based delivery team that will coordinate on behalf of SLT the development and delivery of the transformation plan for Sandwell and report on progress
- 4.4 The development of a partnership reporting structure that in time will replace the matrix of meetings currently in place.
- 4.5 Agreement of a set of leading objectives to be approved by the board to establish early delivery over the remainder of the year
- 4.6 Refinement of the operating model as requested following the publication of the case for change to be approved by the PBP Board
- 4.7 Development of a partnership identity that will be widely agree and communicated is a necessary step. A broad communication and engagement plan will be established within the first few months to ensure that stakeholder engagement, including patients and communities, is at the centre of PBP development.

5. Governance and Assurance Processes

- 5.1 The establishment of a reporting framework of the Sandwell Placed Based Partnership into the Trust through the Public Health Committee.

- 5.2 The establishment of a fully constituted Sandwell PBP Board with an agreed terms of reference and auditable delegated rights through the Executive Officers sitting on the Board
- 5.3 The establishment of a cycle of business and governance oversight that not only reports to the Host governance but also cascades through other partners governance structures for transparency and conforms to an annual review cycle.
- 5.4 Clear reporting cycles through the Trust Governance and into the committee structure
- 5.5 The establishment of a Memorandum of Understanding in advance of the formal Place Based Partnership agreement which should set out a behaviours and operating framework for all members.
- 5.6 The establishment of a Place Senior Leadership team that will meet frequently and enact the PBP decisions on a daily basis through the partners. This group will have terms of reference and will be accountable to the partnership board.
- 5.7 Development of a risk log for the partnership that manages and mitigates them transparently.

6. Transformation Plan

- 6.1 Take the outputs from the case for change and build into a transformation plan that is deliverable over the next 3 years. This plan initially will have greater depth in years 1 & 2 and wider strategic markers in later years.
- 6.2 The transformation plan must be owned and delivered equally by the partnership.
- 6.3 The plan must build on the excellent work already started in areas such as primary care development, early thinking for neighbourhood teams and Discharge to Assess deployment

7. Financial and contractual profiling

- 7.1 The initial work in this area is well under way and will continue through the remainder of this financial year.
- 7.2 The Partnership will need to be clear on the financial profile for place and the contractual delegation from the ICS once agreed.
- 7.3 The establishment of PBP also provides the opportunity for the Host provider to coordinate the local delivery of services that were previously delivered by the CCG. Transfer of such services will be mapped through a due diligence process and presented on a case by case basis to the relevant board committees.

8. Workforce and Leadership development

- 8.1 The commencement of work early is critical so that it dovetails with the work already underway for the delivery of MMUH and the right sizing of community services.
- 8.2 A cultural development programme delivered to the leadership team so they think and behave as a place based team is a critical first step.
- 8.3 Wider workforce planning will also need to commence to look at the partnership opportunities of bringing teams together on a common work programme in the future.
- 8.4 The establishment of neighbourhood teams looking after smaller population groups will require development of local leaders to think and behave differently. This work will

define the scope of our future team leaders and the cascade of development that goes down to the staff below them

9. Data Management and modelling.

- 9.1 The use of place based data will be critical to the future decisions that are taken
- 9.2 Great progress has already been made on population level health data. However this must now expand to the wider determinants of health and broader partnership data.
- 9.3 A data warehouse of information must be developed for the partnership and the core first steps of this thinking must be taken in the next few months.
- 9.4 A common view of partnership data being the first step should be established by the end of the financial year.
- 9.5 A key set of board level metrics both at PBP Board and Trust Board will be established in the next 6 months and matured as the transformation plan delivers.

10. Conclusion

- 10.1 This paper represents the immediate steps in the development of the Sandwell Place Based Partnership. Whilst some of the items within this paper will be concluded quickly, other will take longer to establish and deliver. To this end, a programme plan will be constructed which will cover off the residual items and will be embedded into the wider partnership transformation plan. However I believe that the contents of this paper are deliverable within the remainder of this financial year therefore setting up the partnership for a strong 2022/23.

11. Recommendations

- 11.1 The Trust Board is asked to:
 - a. NOTE the contents of the paper
 - b. DISCUSS any suggested changes in the approach proposed

Daren Fradgley
Executive Director of Integration (Interim)

October 2021