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| Report Title: | Board Level Metrics for Population | | |
| Sponsoring Executive: | Daren Fradgley, Chief Integration Officer Rachel Barlow, Director of System Transformation | | |
| Report Authors: | Daren Fradgley, Chief Integration Officer Rachel Barlow, Director of System Transformation | | |
| Meeting: | Trust Board (Public) | Date | 6 th April 2022 |

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| 1. Suggested discussion points <i>[two or three issues you consider the Trust Board should focus on]</i> |
| <p>Each member of the Executive Team has personally provided their own commentary to the area for which they are the lead within the Population Strategic Objective.</p> <p>This adds a further strengthening the ownership and accountability where improvements are required in the main IQPR Report.</p> <p>The report is of course, a work in progress and will remain so, to ensure that performance, risks and mitigations are easily understood, tracked over time and constantly improved.</p> <p>This report, when working as we would expect it to, should enable the board to operate at strategic level, confident in the work of the sub-committees in testing assurance and understanding further detail provided by the executive and their teams.</p> |

| 2. Alignment to our Vision <i>[indicate with an 'X' which Strategic Objective this paper supports]</i> | | | | | | | | |
|---|--|---|----------------|--|--|--|---|---|
| <table border="1"> <thead> <tr> <th>Our Patients</th> <th>Our People</th> <th>Our Population</th> <th></th> </tr> </thead> <tbody> <tr> <td>To be good or outstanding in everything that we do</td> <td>To cultivate and sustain happy, productive and engaged staff</td> <td>To work seamlessly with our partners to improve lives</td> <td>X</td> </tr> </tbody> </table> | Our Patients | Our People | Our Population | | 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 | X |
| Our Patients | Our People | Our Population | | | | | | |
| 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 | X | | | | | |

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| 3. Previous consideration <i>[where has this paper been previously discussed?]</i> |
| N/a |

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| 4. Recommendation(s) |
| The Trust Board is asked to: |
| a. RECEIVE: and note the report for assurance |

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|--|-------------------|--|---|---|-----------------------|
| 5. Impact <i>[indicate with an 'X' which governance initiatives this matter relates to and where shown elaborate]</i> | | | | | |
| Trust Risk Register | | | | | |
| Board Assurance Framework | X | New BAF risks for this strategic objective are under construction for presentation at April 2022 Trust Board | | | |
| Equality Impact Assessment | Is this required? | Y | N | X | If 'Y' date completed |
| Quality Impact Assessment | Is this required? | Y | N | X | If 'Y' date completed |

SANDWELL AND WEST BIRMINGHAM NHS TRUST

Report to the Public Trust Board: 6th April 2022

Board Level Metrics for Population

| CQC Domain | N/a |
|---|----------------|
| Trust Strategic Objective | Our Population |
| Executive Lead(s): Daren Fradgley, Chief Integration Officer Rachel Barlow, Director of System Transformation | |
| <p>Development of the delivery plan for the Population Strategic Objective</p> <p>The Levelling up paper refers to a recent instruction to commence detailed work on Population Strategic Objective, which will define a) the overall strategy and objective, as well as b) the detailed SMART action plan and metrics. This will all review elements which have an impact on our population and the classic “Wider Determinants of Health” diagram shown adjacent will be relevant to this, and the 12 missions in the Levelling Up paper.</p> <p>The Trust partner Igloo who will deliver a 12-week programme including a number of co-creation workshops with national and global experts, stakeholders and key partners. The workshops aim to explore the populations determinants of health and how might these be addressed within the Trusts geography, to translate the best available global evidence into the basis for local delivery plans. This will build on the non-direct health-based regeneration projects already in train such as the Learning Campus, Green plan and joint master planning. The expert advice and opinions will then be reviewed at an in-house session and boundaries established of the Trusts activity in this space. The ‘Main Focus’ projects will be organised based on the role the Trust would take over the life span of the strategic objective (Convening, partnering, delivering etc) and prioritized based on an expert opinion on value for money (£ vs positive health impact) and phased based on deliverability.</p> <p>The outcome of this work will be recommended to the Integration Committee to consider in July 2022 and then the Trust Board.</p> <p>Mapping the right stakeholders and partners for this work is significant. This will be subject to oversight at the Integration Committee in April.</p> <p>Place Based Partnership Measures</p> <p>As reported in previous months, the work on the high-level population outcomes continues with the full support of Public Health. The previous work done with the Place Board has not been lost and will be incorporated into the work.</p> <p>This was also discussed at length in the system Reset Board, and it was agreed that the</p> | |

Sandwell Place will go first with these metrics and our learning will be cascaded to the other Black Country places. We remain on track to get the first draft in April ready for review although it is accepted that this draft will then need some further work through the Place Based Partnership Board. A parallel piece of work is being led by Birmingham Community in Birmingham and Solihull system but this is expected to be a few months behind.

The wider performance suite that will form part of the Integration Report starting next month are under final review as planned. These measures will monitor the different operational tiers of the model and show progress and risks to delivery. It is recommended that the Integration Committee select a set of these for reporting to the Trust Board albeit a few of these metrics are already planned in this year's national reporting and relate to Urgent Care Community Response within 2 hours (UCR2) and Virtual Wards.

The development of the operational model outlined in the Place update report is already starting to show the evolution of these measures and are provided within the pack as a progress update.

The discharge performance, which falls into the intermediate care tier of the model continues to perform well and deliver consistent outcomes. The length of stay reduction on patients waiting for beds continues to improve and will be part of the measures available each month for Board review. However, there are greater risks on the package of care discharges (Pathway 1). This is subject to third party staffing challenges and equipment availability issues. All of these are now in full sight given the new dashboards that were reported last month, and the team are addressing these issues as they arise. However, a more sustainable workforce solution needs to be considered in the coming months with the Local Authority.