

Health and Wellbeing Board

06 October 2016

Report from Phil Porter, Director of Adult Social Services, and Sarah Mansuralli, Chief Operating Officer NHS Brent CCG

For decision

Wards Affected:
ALL

STP governance – Establishment of a Brent STP Delivery Board

1.0. Summary

- 1.1. To deliver the STP, robust governance arrangements need to be put in place. The proposal is to use the successful Children's Trust model and form an STP Delivery Board that would report to the Health and Wellbeing Board. The group would have a number of sub-groups which will deliver specific work streams within the STP, when possible building on existing groups, and otherwise forming new groups. It will also link to enabler work streams that will underpin the delivery.

2.0. Recommendations

- 2.1. The board agrees to the governance arrangements in section four, pictured in appendix one.
- 2.2. The board agrees the proposed terms of reference for the STP delivery board

3.0. Background

- 3.1. The Sustainability and Transformation Plan (STP) is a five year plan NHS led initiative for residents to be well and live well. It is delivered at regional level, so for Brent is delivered at North West London level. There are two parts to Brent's STP, the overarching North West London objectives, and the local objectives. The paper, "Update on NWL and Brent STP" has details about this.
- 3.2. These objectives will be delivered over five years. Brent has developed a plan for the first year, concentrating on five big ticket items. These five big ticket items will be delivered through delivery areas. The big ticket items and related delivery areas are:

- Prevention and self-care; Radically upgrading prevention and wellbeing
- New models of care- Eliminating unwarranted variation and improving Long Term Conditions (LTC) management
- Joining up frailty service; Achieving better outcomes for older people
- Improving outcomes and wellbeing for children and adults with mental health needs;
- Improving acute services and quality of life (Central Middlesex Hospital) Ensuring we have safe, high quality sustainable acute services

3.5 The Better Care Fund (BCF) began in 2014/15; its aim is to transform local services so that people are provided with better integrated care and support, by managing local pressures and improving long term sustainability. The BCF is delivered at a local level as a collaboration between local councils and CCGs. It has been used to inform the development of the local STP and is included in the delivery areas:

- Whole systems integrated care
- Integrated rehabilitation and reablement service
- More effective hospital discharges
- Nursing care home market changes

3.6 The Health and Wellbeing Board is responsible for delivering both the BCF and the STP. To do this, robust strategy and governance must be developed.

3.7 The Children's Trust, a strategic group overseeing the agenda for children, including delivering the Health and Wellbeing Strategy objectives relating to children and young people, has been a successful group. It is proposed that a similar group is created, with strategic oversight for delivering the STP.

4.0 STP governance arrangements

4.1 An STP Delivery Board will be set up. The STP Delivery Board will make connections between pieces of work, monitor and oversee delivery, and unblock obstacles that get in the way of efficient delivery. The group would learn from the successful Children's Trust, and would follow a similar set up procedure, starting with a core membership which can be built as the group develops. The group will have membership from both Brent Council, and NHS Brent CCG, and will also include the chairs of the sub-groups. It will be co-chaired by Phil Porter, Strategic Director Community Wellbeing, Brent Council, and Sarah Mansuralli, Chief Operating Officer, NHS Brent CCG. The group would report to the Health and Wellbeing Board, and have oversight of five sub-groups that would be responsible for delivering different areas of the STP. The sub-groups will change annually according to the priorities for that year. The STP Delivery Board will determine the sub-groups and work streams.

- 4.2 The chairs of the sub-groups are responsible for the delivery of the work streams. The chairs must evidence that the delivery plans are developed through co-production and engagement with key stakeholders and our communities. They are expected to report any issues to the STP delivery board.
- 4.3 This year, to ensure delivery in all areas of the STP as well as other priorities, the proposed sub-groups are outlined.
- 4.3.1 Prevention/self-care:** This will oversee the delivery of prevention and wellbeing delivery area and will be chaired by Dr Melanie Smith, Director of Public Health, Brent Council. There is a self-care group in existence that will feed into this group, and link to the existing patient engagement group (BEES), the Brent Advice Matters partnership, and the self-care clinical working group. The alcohol and tobacco work will be delivered by a revised DAAT group, which will extend to include secondary care membership.
- 4.3.2 Local services:** This will oversee delivery of the BCF objectives, Whole systems integrated care, Integrated rehabilitation and reablement service, More effective hospital discharges, and Nursing care home market changes, and will be chaired by Helen Woodland, Operational Director Social Care, Brent Council. There is a BCF steering group that oversees delivery of the four BCF groups, currently in existence. The BCF steering group will become the Local Services group and the set-up will slot into these proposed governance arrangements.
- 4.3.3a Mental wellbeing group:** This is the health and wellbeing priority for the year, as well as both a local and NWL STP priority. It will oversee the delivery area achieving better outcomes for children and adults with mental health needs. The proposed chair for this group is Stephanie Bridger, Divisional Director for Adult Mental Health Services and Learning Disability Services, Central and North West London NHS Foundation Trust. This is a new group. There is already a like-minded working group that reports into the NWL STP group. This Like-minded group will broaden its scope to deliver the local STP work streams. It will link to the mental wellbeing board, and the learning disabilities and TCP group. It will also link to a children's group currently in existence, the Children and Young People's Mental Health and Wellbeing Transformation Group which will deliver the young people's mental health and wellbeing work stream. As mental health is such a broad topic a separate group to deliver the learning disabilities work stream will be set up.
- 4.3.3b Learning disabilities/Transforming Care Partnership (TCP):** This group will oversee the delivery of the transforming care partnerships objectives, and the learning disabilities agenda. Sheikh Auladin, Deputy Chief Operating Officer, NHS Brent CCG
- 4.3.4 Unified frailty services:** This is a new group that will oversee the delivery of this area, achieving better outcomes and experiences for older people. It combines the older people elements within the BCF work streams so will report into local services, as it does in the North West London STP. James Walters, Divisional General Manager, London North West Healthcare NHS Trust will chair this group

- 4.3.5 Central Middlesex Hospital Redevelopment Group:** This will oversee the redevelopment of the Central Middlesex Hospital (CMH) site into Brent Health and Wellbeing Centre providing a range of local services including Urgent Care. This group will be chaired by Ralph Elias, Head of Planning Operational Lead, London North West Healthcare NHS Trust.
- 4.4 To underpin the work of the delivery groups, there will be enabler work streams including IT, one public estate, and workforce. Working groups for these will link to the STP Delivery Board.
- 4.5 Currently, lay members are not proposed in the membership of the working groups, but it is explicit in the delivery board terms of reference that nothing will be signed off or progressed without evidence of co-production (with professionals and the public).
- 4.6 The draft terms of reference are in Appendix two.

Background Papers

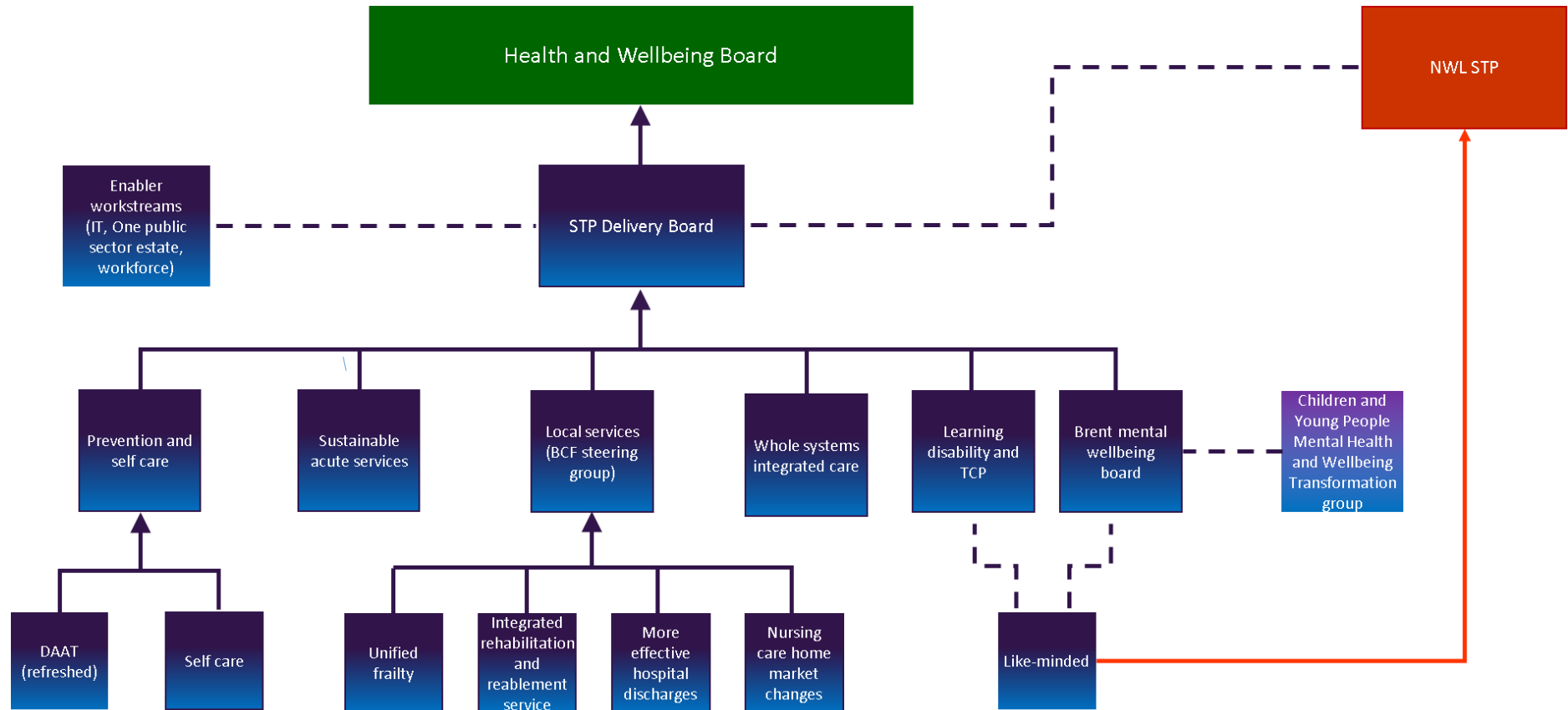
Background papers are available on request.

Contact Officers

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Appendix one



DRAFT TERMS OF REFERENCE

Sustainability and Transformation Plan Delivery Board

1. Purpose

- 1.1 The purpose of the Sustainability and Transformation Plan Delivery Board is to provide system wide leadership and accountability for the delivery of Sustainability and Transformation Plan (STP) in Brent.
- 1.2 The Brent STP will be the overarching strategic plan for Brent. The STP reflects and responds to the three gaps: Health and Wellbeing, Care and Quality, and Finance and Efficiency.

2. Governance

- 2.1 The STP Delivery Board will report to, and is accountable to the Health and Wellbeing Board, It will report to the Brent Health and Wellbeing Board through its Chair(s) and will develop a two way relationship with the Health and Wellbeing Board.
- 2.2 The STP Delivery Board will have oversight of six sub-groups that would be responsible for delivering different areas of the STP. The sub-groups will change annually according to the priorities for that year. The STP Delivery Board will determine the sub-groups and work streams.
- 2.2 The STP delivery board will have close working relationships with the enabler work streams, and the STP NWL Board.

3. Responsibilities

- 3.1 To own the delivery of the STP big ticket items and related delivery areas in Brent. For 2016/17, these are:
 - Prevention and self-care; Radically upgrading prevention and wellbeing
 - New models of care; Eliminating unwarranted variation and improving Long Term Conditions (LTC) management
 - Joining up frailty services; Achieving better outcomes for older people
 - Improving outcomes and wellbeing for children and adults with mental health needs;
 - Improving acute services and quality of life (Central Middlesex Hospital); Ensuring we have safe, high quality sustainable acute services
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- 3.3 To oversee and challenge progress and pace of delivery of all the work streams being delivered by the sub-groups
- 3.4 To ensure that the delivery plans from individual sub-groups are approved on the basis of evidenced co-production and engagement with stakeholders and the public.
- 3.5 To receive progress updates, including risks and issues, from sub-group chairs and to support the resolution of barriers and issues.
- 3.6 To monitor the achievement of agreed benefits and to lead corrective actions where benefits are not being achieved against the plan.
- 3.7 To escalate as appropriate, risks, issues and barriers which are preventing timely delivery of agreed schemes. Escalation may be within member organisations or collectively to relevant governing boards.

- 3.8 To oversee the development of a health and social care system which has a strong focus on prevention, early intervention, and self-care.
- 3.9 To oversee the development of a system which commissions and provides different models of integration, innovation and transformation to deliver care that enhances resilience and independence of our communities.
- 3.10 To take an economy wide approach to managing difficult issues and where appropriate to use freedoms and flexibilities available to maximum advantage locally and challenge the system where barriers exist and seek solutions at the necessary level.
- 3.11 To understand the total NHS and Local Authority resources and direct those resources to support transformation as required. This will include advising and informing the Health and Wellbeing Board on targeting of transferred NHS resources from acute to community settings.
- 3.12 To quality assure communications and engagement activity across the schemes and to assure itself that any changes to the system reflect the views and experience of local people and users of services.
- 3.13 To oversee service development and a culture change to deliver integration, innovation and transformation.

4. Membership

- 4.1 The group will have membership from both Brent Council, and NHS Brent CCG, and will also include the chairs of the sub-groups. It will be co-chaired by Phil Porter, Strategic Director Community Wellbeing, Brent Council, and Sarah Mansuralli, Chief Operating Officer, NHS Brent CCG.
 - Phil Porter, Strategic Director Community Wellbeing, Brent Council
 - Sarah Mansuralli, Chief Operating Officer, NHS Brent CCG
 - Helen Woodland, Operational Director Social Care, Brent Council
 - Sheikh Auladin, Deputy Chief Operating Officer, NHS Brent CCG
 - Dr Melanie Smith, Director of Public Health, Brent Council
 - Preeti Sheth, Integrated Care Programme Director, Brent Council and NHS Brent CCG
 - Stephanie Bridger, Divisional Director for Adult Mental Health Services and Learning Disability Services, Central and North West London NHS Foundation Trust
 - James Walters, Divisional General Manager, London North West Healthcare NHS Trust
 - Ralph Elias, Head of Planning Operational Lead, London North West Healthcare NHS Trust
 - Others as appropriate and agreed with the board chairs

5. Frequency of meetings

- 5.1 The meetings are to be held every two months.

6. Conflicts of interest

- 6.1 The board will adopt the Brent CCG policy and addendums for the management of conflicts of interest.

7. Review

- 7.1 The Brent STP Delivery Board Terms of Reference will be reviewed annually to reflect the STP priorities. The date of the next review is: September 2017