

Date of meeting	15 March 2018
Paper number	I1

**Herefordshire and Worcestershire Sustainability and Transformation Partnership**  
**Statement of Commitment - Collaborative Working and progressing the development of an Integrated Care System for Herefordshire and Worcestershire**

For approval:	x	For assurance:		To note:	
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<b>Accountable Director</b>	Michelle McKay, CEO		
<b>Presented by</b>	Michelle McKay, CEO	<b>Author</b>	HW STP Partnership, Accountable Director – Sarah Dugan

Alignment to the Trust's strategic priorities					
Deliver safe, high quality, compassionate patient care	X	Design healthcare around the needs of our patients, with our partners	X	Invest and realise the full potential of our staff to provide compassionate and personalised care	x
Ensure the Trust is financially viable and makes the best use of resources for our patients	x	Develop and sustain our business	X		

Alignment to the Single Oversight Framework					
Leadership and Improvement Capability		Operational Performance		Quality of Care	
Finance and use of resources		Strategic Change	x	Stakeholders	x

Report previously reviewed by		
Committee/Group	Date	Outcome

<b>Assurance:</b> Does this report provide assurance in respect of the Board Assurance Framework strategic risks?	Y	BAF number(s)	5.2
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Level of assurance and trend			
		√	↑ ↓ →
Significant			
Moderate			
Limited			
None			
Not applicable	√		

<b>Recommendations</b>	It is recommended that the Board approve the attached Statement of Commitment.
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<b>Executive Summary</b>
<p>The Five Year Forward View document outlined a vision of a more integrated health and social care system which provides holistic care to local people. It is now well accepted that there are substantial benefits to be gained by working as a system in a more integrated way.</p> <p>This commitment statement outlines our broad commitment to the principles and benefits of working together in a more integrated way. It does not intend to define or commit individual organisations to a future state as the detail of this is still unclear but offers the assurance from all organisations that they are committed to work in partnership moving forward.</p> <p>It should be noted that any formal structural changes will be progressed through normal governance arrangements.</p>
<b>Background</b>
<p>The Herefordshire and Worcestershire STP covers the counties of Herefordshire and Worcestershire. The Accountable Officer is Sarah Dugan, the CEO of the Worcestershire Health and Care Trust.</p> <p>The Board considered an earlier version of this document at the Board development session in December 2017. The document has been updated to reflect the change of language to integrated care systems and amendments made by partner organisations over the last two months.</p>
<b>Issues and options</b>
None
<b>Recommendations</b>
It is recommended that the Board is invited to approve and endorse the attached Statement of Commitment.
<b>Appendices</b>
Statement of Commitment

## **Herefordshire and Worcestershire Sustainability and Transformation Partnership**

### **Statement of Commitment - Collaborative Working and progressing the development of an Integrated Care System for Herefordshire and Worcestershire**

The Five Year Forward View document outlined a vision of a more integrated health and social care system which provides holistic care to local people. It is now well accepted that there are substantial benefits to be gained by working as a system in a more integrated way. Whilst the exact approach to integrated care is still yet to be defined we are keen as an STP to work together to maximise the benefits and health outcomes for local people.

This commitment statement outlines our broad commitment to the principles and benefits of working together in a more integrated way. It does not intend to define or commit individual organisations to a future state as the detail of this is still unclear but offers the assurance from all organisations that they are committed to work in partnership moving forward. Any formal structural changes will be progressed through our normal governance arrangements.

We have agreed the following principles:-

1. We, the partner organisations of the Herefordshire and Worcestershire Sustainability and Transformation Partnership (STP), jointly affirm our commitment to progress towards an Integrated Care System (ICS) across Herefordshire and Worcestershire which focuses on improving local services and puts local people at the heart of everything we do.
2. We are committed to co-production with patients and the public in the design, delivery and transformation of services.
3. We will continue to recognise and value a 'place' based approach which finds 'local solutions to local problems'. We recognise that there are two county based sub-systems within our STP, Herefordshire and Worcestershire, as well as a number of neighbourhoods and localities which we will respect and reflect in planning and delivery processes.
4. Our focus will be the "Triple Aims" set out in the NHS Five Year Forward View. We will achieve the best possible balance between improved health outcomes, care and quality and finance and efficiency for our local population. We recognise that our finance and efficiency challenge is substantial and will require significant effort to remove future costs from the system.
5. Our intention is that over the next year, the Sustainability and Transformation Partnership Board will evolve into a Shadow ICS Board whereby the local health and care system will work collaboratively to plan and deliver needs assessed, health and social care for our population.
6. The exact nature of how our Shadow ICS will operate will be jointly agreed over the coming months. In this process all partners will be treated equally although organisational statutory functions and responsibilities will be recognised and respected. Any proposal to transfer

responsibilities to the Shadow ICS Board would require agreement of the respective organisation and the appropriate governance arrangements through delegated authority.

7. We recognise the crucial role of the local authority statutory public health function which provides specialist advice to the NHS and a broader duty to improve health and well-being.
8. Our emerging ICS would wish to explore opportunities for joint working and delegation with NHS England and NHS Improvement over time including direct commissioning, regulatory functions and performance management.
9. We will work with our neighbours in England and Wales to plan and deliver appropriate pathways beyond our Herefordshire and Worcestershire footprint where a bigger population base is required.
10. We recognise the key role played by primary care and we will work together to facilitate the development of General Practice in accordance with GP Forward View expectations.
11. Our emerging ICS will support provider integration and Alliances to support the delivery of integrated and aligned services between and across providers. This will support our expectation of a move towards our collective leadership for individual and population-based health care. This may, over time, facilitate providers choosing to work more formally as Integrated Care Systems and Organisations. The timelines and approach may differ across Herefordshire and Worcestershire.
12. Collaborative working between health and social care, integrating systems where feasible to improve outcomes, will be a key part of our developing system.
13. It is recognised that the changes above will impact on the current partner organisations. We are however committed to putting local people before organisations.
14. As partners, we wish to take every opportunity to enhance joint working and reduce avoidable duplication and unnecessary bureaucracy.
15. We recognise that strong system leadership including the active involvement of our clinical leaders is crucial to our success.
16. We will adopt a unitary approach to seeing through difficult decisions once we have collectively agreed them.
17. We will be ambitious in our timelines to progress this agenda in accordance with national requirements. We will work together at pace to challenge ourselves and each other to deliver our aims. We expect to make real progress in 2018.

Statement of Commitment – Collaborative working and progressing the development of an Integrated Care System for Herefordshire and Worcestershire

I agree to the Statement of Commitment:-

<p>_____</p> <p>Charles Waddicor STP Independent Chair</p>	<p>_____</p> <p>Sarah Dugan Chief Executive Worcestershire Health and Care NHS Trust</p>	<p>_____</p> <p>Carl Ellson Strategic Clinical Lead Worcestershire CCGs</p>	<p>_____</p> <p>Ian Tait Clinical Lead Herefordshire CCG</p>
<p>_____</p> <p>Simon Trickett Accountable Officer Worcestershire CCGs</p>	<p>_____</p> <p>Simon Hairsnape Accountable Officer Herefordshire CCG</p>	<p>_____</p> <p>Jo-Anne Alner NHSE</p>	<p>_____</p> <p>Julie Grant NHSI</p>
<p>_____</p> <p>Ian Stead Healthwatch Chair (Hereford)</p>	<p>_____</p> <p>Peter Pinfield Healthwatch Chair (Worcs)</p>	<p>_____</p> <p>Shaun Pike GP Provider Representative (LMC)</p>	<p>_____</p> <p>Frances Howie Worcestershire County Council</p>
<p>_____</p> <p>Glen Burley Chief Executive Wye Valley NHS Trust</p>	<p>_____</p> <p>Graeme Cleland GP Provider Representative (LMC)</p>	<p>_____</p> <p>Michelle McKay Chief Executive Worcestershire Acute Hospitals</p>	<p>_____</p> <p>Martin Samuels Herefordshire Council</p>
<p>_____</p> <p>Colin Merker Interim Chief Executive 2gether NHS FT</p>	<p>_____</p> <p>Carole Cumino VCS Representative Worcestershire Association of Carers</p>		

Date of meeting	15 March 2018
Paper number	I2

**Communications and Engagement Update**

For approval:		For assurance:		To note:	x
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<b>Accountable Director</b>	Richard Haynes, Director of Communications and Engagement		
<b>Presented by</b>	Richard Haynes	<b>Author</b>	Richard Haynes

<b>Alignment to the Trust's strategic priorities</b>					
Deliver safe, high quality, compassionate patient care		Design healthcare around the needs of our patients, with our partners	√	Invest and realise the full potential of our staff to provide compassionate and personalised care	√
Ensure the Trust is financially viable and makes the best use of resources for our patients		Develop and sustain our business	√		

<b>Alignment to the Single Oversight Framework</b>					
Leadership and Improvement Capability	√	Operational Performance		Quality of Care	
Finance and use of resources		Strategic Change	√	Stakeholders	√

<b>Report previously reviewed by</b>		
Committee/Group	Date	Outcome

<b>Assurance:</b> Does this report provide assurance in respect of the Board Assurance Framework strategic risks?	Y	BAF number(s)	R5
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<b>Level of assurance and trend</b>			
		√	↑ ↓ →
Significant			
Moderate			
Limited			
None			
Not applicable	x		

<b>Recommendations</b>	It is recommended that the Board note the content of this report.
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Date of meeting	15 March 2018
Paper number	I2

### Executive Summary

This paper is the first of its kind to be shared with the current Trust Board.

Its purpose is to summarise recent achievements and issues in the Trust's efforts to engage effectively with key internal and external stakeholders.

In accordance with our signature behaviour "Work Together, Celebrate Together" it highlights a selection of positive stories from across the Trust.

As part of our commitment to "Listen, Learn and Lead" it also provides illustrations of some of the challenges faced by our Trust in engaging effectively with our priority audiences and some of the actions that are being taken to address those challenges.

### Background

After a period of considerable change and challenge, Worcestershire Acute Hospitals NHS Trust now has a stable, permanent leadership team, and an agreed set of signature behaviours.

It is important that we are able to share the story of our Trust in a clear, consistent and compelling way with a wide range of key audiences, so that they are understand, and are supportive of, what we are doing to achieve our objectives, in particular:

- Our plans to continuously improve the quality and safety of the care we provide
- Our plans to move to a sustainable position of financial balance
- Our plans to transform the culture of our organisation through the 4ward programme

At a development session in early 2018 the Board agreed that improving engagement with a range of key internal and external stakeholders was an organisational priority.

### Issues and options

Board members receive regular updates on media releases/responses and other communication activity with internal and external stakeholders - however receiving these reports should provide additional opportunities to monitor that activity over a longer period of time, identify any trends and agree and longer term actions which may be required.

Communications and Engagement Activities/Issues since the last Trust Board include:

#### **4ward Culture Change Programme**

A mainly internally-focussed programme of communications and engagement activities including:

- Two "Engagement Weeks" with a series of live briefings for staff to raise awareness of the programme and the 4ward Checkpoint Survey
- A series of "Fast4ward" videos giving colleagues a chance to talk about what our Signature Behaviours mean for them – these can be viewed online at [www.4ward-waht.co.uk/staff/fast-4ward-your-behaviours-your-trust-your-stories/](http://www.4ward-waht.co.uk/staff/fast-4ward-your-behaviours-your-trust-your-stories/)
- Occasional Chief Exec's weekly message "take over" by 4ward Advocates
- Recognising the limitations of email/intranet based communications, electronic communications supplemented and reinforced with posters, flyers, a hard copy

Date of meeting	15 March 2018
Paper number	I2

payslip attachment and giveaway of 4ward branded Love Hearts sweets.

- Live briefings for colleagues at all three sites to mark the launch of our new People and Culture Strategy
- Detailed updates on 4ward communications and engagement activity are given to each meeting of the 4ward committee

### Winter

- The countywide plan for, and response to, winter has been the subject of continuous media and public interest since before Christmas.
- Operational pressures caused by high levels of urgent care activity have been widely reported and commented on, with frequent demands for responses from numerous media outlets and high levels of comment on social media.
- We have worked in with our partners in the local health and care economy to produce regular updates for staff, stakeholders and the media as well as dealing with high numbers of ad hoc requests for information including a “Winter in Numbers” infographic
- We have also used the two most recent editions of Worcestershire Way to raise awareness of the winter plan with patients, visitors and stakeholders.
- MPs, members of the County Council’s Health Overview and Scrutiny Committee (HOSC) and other priority stakeholders have been given regular progress updates on the winter plan in addition to information given to them in response to ad hoc inquiries.
- Lessons learned will be captured in a post-winter debrief and be used to develop plans for winter 18/19

### Publication of CQC Inspection Report: 17 January

- Advance media briefing held on Tuesday 16 January with television, radio and newspaper interviews.
- Press and stakeholder information distributed on 17 January
- Supporting social media activity
- Live staff briefings at the Alexandra, Kidderminster and Worcestershire Royal Hospitals on 17 January
- Link to media release: <http://www.worcsacute.nhs.uk/news-and-media/689-response-to-cqcinspection-jan2018>
- Written briefing for MPs
- Update included in briefing to Worcestershire County Council Health Overview and Scrutiny Committee (HOSC) on 29 January and the Health and Wellbeing Board on 27 February

**Other topics** generating high levels of interest/requests for updates from stakeholders include

- Progress on the Acute Services Review (ASR) including capital funding. Briefings produced for stakeholders on various funding streams, with MPs and HOSC briefed on confirmation of funding for link bridge at WRH site
- Progress on the Sustainability and Transformation Plan (STP) and associated work streams
- Recruitment and retention (particularly in regard to medical and nursing staff)



Date of meeting	15 March 2018
Paper number	I2

Additional Stakeholder Engagement Activity includes

- Communications leads at local district and borough councils added to distribution lists for all Trust communications outputs
- Meetings arranged for March/April between Trust Director of Communications and communications leads for local district and borough councils.
- Additional update provided for Rachel Maclean MP and Redditch Borough Council leader Cllr Bill Hartnett at briefing with Chair and CEO at the Alexandra on 9 February
- Robin Walker MP opening new Theatre Admission Unit (TAU) at Worcestershire Royal on 9 March 2018

Social Media

- Our two main Social Media channels are Facebook and Twitter. We use the monitoring tools built into each platform to monitor the reach and impact of our key messages.
- February saw us pass 10,000 for both ‘likes’ and ‘followers’ on Facebook. In light of the widely publicised algorithm change on Facebook, we are focussed on content which people will engage with and increasing the use of video
- Our Twitter page passed 4,500 followers in February. We are increasingly focussing on engagement and responses to tweets rather than simply earning likes and retweets, with our aim to respond to every tweet that mentions us.

Other subjects generating significant interest/coverage

- The trial and conviction involving a former Trust surgeon, Sudip Sarker (widespread local and national media coverage)
- Overnight closure of Kidderminster MIU on 10 February date due to staff sickness (high levels of social media interest)

Stories (from press releases and/or website and/or social media) generating the most positive coverage/comment since last Trust Board include (with links to website)

- [Specialist Nurses raise awareness of life-limiting lung disease IPF](#)
- “Miracle man” who fell in canal saved by team at Worcestershire Royal (local and national media coverage including [Daily Mail](#) and The Times)
- [Diabetes team produces video to help teenagers move from children’s to adult service](#)
- [New breast cancer test reduces waiting times for patients](#)
- [Trudy Berlet, our Lead Bereavement Support Midwife has been nominated for Midwife of the Year in The Butterfly Awards](#)

And finally.... earlier this month we received the following feedback from a member of the public:

*“Just wanted to compliment your Trust on its website. Possibly the best NHS web site that I’ve seen to date. Clear, concise and without the unnecessary clutter that others have a propensity to use. What an absolute pleasure it was to use and navigate. What a shame that others cannot follow by your example.”*

Date of meeting	15 March 2018
Paper number	I2

Recommendations
It is recommended that the Board note the content of this report.