

**SHROPSHIRE , TELFORD AND WREKIN HEALTH COMMUNITY**  
Development of An Overarching Strategy: Report to Joint HOSC, Shropshire County  
Council and Telford and Wrekin Council  
29<sup>th</sup> January 2008

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## 1. BACKGROUND

Over the last few years there has been considerable work done within the Shropshire, Telford and Wrekin Health Economy by each of the organisations to develop their strategies for improving the health and health care services for the populations served. More recently the West Midlands SHA has published their Strategic Framework: Investing for Health and have asked all health communities to develop an overarching strategic framework for their health economy. Lord Darzi's interim report on the NHS makes recommendations to strengthen and improve the NHS. A key feature of the recommendations is the developments of care pathways across primary, secondary and social care.

The SHA requires all health economies to produce an overarching strategy. This should include:

- an overarching vision of the **Model of Care**.
- the development of eight **clinical pathways** as recommended by Lord Darzi. These are:
  - (i) maternity and new born care;
  - (ii) children's health;
  - (iii) planned care;
  - (iv) mental health;
  - (v) staying healthy;
  - (vi) long term conditions;
  - (vii) acute care;
  - (viii) end of life care;
- four **service strategies** – paediatrics, A and E/Urgent Care, emergency surgery; and obstetrics;
- **activity and financial projections** including activity by location, facilities and changes in capacity, finance, major projects, and workforce.

In addition the health organisations in Shropshire, Telford and Wrekin have agreed that a service strategy should be developed for urology and, depending on the review of the Robert Jones and Agnus Hunt NHS Trust, orthopaedics/musculoskeletal services. The organisations have also agreed to develop a 'descriptive' strategy with key milestones until 2020.

The review is expected to report in April 2008.

## 2. OVERVIEW OF THE PROJECT PLAN

The project has three main streams of work:

- the development of eight pathways and review of critical service strategies. This work will be done through eight pathway groups, each led by a clinician with membership from clinical, patient and other stakeholders and supported by commissioning managers;
- an engagement plan to support the work of the project and ensure effective and early engagement with key stakeholders. This development of this plan is being supported by Professor Bob Sang, a specialist in public engagement. His work will build on the engagement plan developed during November and December through:
  - discussions with SHA colleagues and relevant key stakeholders;
  - 'inception' workshop including representatives from local authorities, patient and voluntary groups, clinical staff from primary and secondary care, staff side representatives and commissioning staff;
  - themed collaborative workshops;
  - summative workshop with primary stakeholders;
- business work stream to ensure that the financial, contracting and market management issues are fully incorporated.

The project will be steered by the Clinical Leaders Forum (CLF) comprising the lead clinical directors from each of the four organisations and the Directors of Commissioning and the lead communication officer for the project. An invite has been extended to the Director for Community Services, Shropshire County Council and the Director of Adult and Consumer Care, Telford and Wrekin Council.

The CLF will be chaired by an independent chair, supported by a project team comprising the pathway development manager, a communications lead, directors of commissioning and the clinical lead for the pathway development groups.

## 3. STRATEGIC PRINCIPLES

A set of strategic principles have been agreed which will guide the work of the Clinical Leaders Forum and the Pathway Development Groups. There are two overarching principles:

- Proposals must make sense clinically
- Proposals must make sense to the communities we serve

For each of the principles there are three themes together with criteria that would be used to evaluate and appraise options for health services. The principles are attached at Appendix 1.

These principles will be discussed at a workshop on 1<sup>st</sup> February and, if necessary, modified in light of those discussions.

#### **4. PROGRESS TO DATE**

##### Pathway Development Groups

Pathway Development Groups (PDG) have been set up for each of the eight areas and a Clinician appointed as Chair. The PDGs are finalising their membership including patient and voluntary representatives and partner organization membership. By the end of January the PDGs will have described the current models of care and identified key strategic issues which need addressing. This work will be shared and discussed with stakeholders at a workshop on 1<sup>st</sup> February.

##### Business Framework

The Business Framework has been agreed. It sets out the policy, commissioning, market and financial environment within which the NHS will operate over the next five years.

##### Activity and Financial Projections

Activity and financial projections were submitted to the Strategic Health Authority in December 2007. These reflected current plans including those of the proposed Foundation Trust and will be used to support and underpin the agreement of contracts for 2008/09. It is recognised by both the HNS organisations within Shropshire, Telford and Wrekin and the Strategic Health Authority that the projections to be submitted in April 2008 for the next five years may be significantly different in a number of areas to reflect the strategy being developed over the next three months.

#### **5. ENGAGEMENT OF PUBLIC, PATIENTS AND STAFF**

There are three phases to the engagement and communication plan:

- Phase 1: Initial Engagement to ensure early engagement with identified key stakeholders, and to develop clear plans for communication and engagement in each of the pathway groups (December 2007 to January 2008)
- Phase 2: Refinement of Engagement Plan with Stakeholders and Preparation of Plans by each of the Eight Pathway Development Groups (January 2008)
- Phase 3: Engagement and Development of the Strategy (January to April 2008)

In order to ensure effective engagement with partner organizations, patients and the public, the NHS in Shropshire, Telford and Wrekin is working with Professor Bob Sang, Faculty of Health, London South Bank University. Professor Sang is a leading expert in systems redesign, reconfiguration, and reform throughout the NHS and Social Care, with a particular focus on engagement of patients, public and staff. He

has worked with the Department of Health, the Healthcare Commission and was a Special Advisor to the Health Select Committee Inquiry into Patient and Public Involvement in Health.

Based on Professor Sang's initial discussions with key stakeholders, it is proposed to develop an agreed 'Shared Governance' process. Specifically it is proposed to establish an 'Engagement Governance Group' which will enable key stakeholders to assure themselves that there is effective engagement and with terms of reference that meet the requirements of the different Boards and Scrutiny Functions. This group will include membership from the NHS Trust Boards; PCT Boards and associated PBC developments; Local Authority HOSCs and patient forums.

## **6. RECOMMENDATION**

The joint HOSC are asked to note the process that the NHS in Shropshire, Telford and Wrekin are engaged in and to comment on this report and the Principles. In particular the Joint HOSCs views are sought as to the proposals to develop shared governance arrangements to ensure that there is effective engagement of key stakeholders in the process.