NHS Providers
Community Services Network

Five Year Forward View and Vanguards -
Birmingham Community Healthcare NHS Trust – our story

Angie Wallace
Acting Chief Operating Officer
Birmingham Community Healthcare NHS Trust

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London
Our Communities

Core population that we serve:

- Diverse city with one third population from ethnic groups other than White
- Wide age range: youngest city in Europe but O85 population predicted to grow by 16% in 5 years (2021)
- **Deprivation is higher** than average and over 73,000 children live in poverty
- **Life expectancy is lower** for both men and women than the England average.

Who we are:

- £257m turnover (FY 15/16)
- Provider of universal health services including health visiting across Birmingham and School Nursing in Birmingham, Sandwell and Staffs
- Provider of core and specialist community-based health services
- Care delivered from 335 BCHC sites: including two Community Hospitals, Intermediate Care Units, a palliative care unit, regional rehabilitation facilities, Birmingham Dental Hospital and specialist Child Development Centres

As at end March 2015
Our Vision & Mission

Objectives

- Purpose
- People
- Price
- Promotion
- Place
- Partnerships

Clinical Strategies

- Improving Health & Wellbeing
- Long Term Condition Management Maintaining Independence
- Care in a Crisis
- Delivering Specialist Centres of Excellence

Values

- Accessible
- Responsive
- Quality
- Caring
- Ethical
- Commitment

Better Care: Healthier Communities

Our mission is to be a trusted expert provider of community health and care services, an innovative partner working to support integration and deliver care that keeps people living independently for longer.
Commissioner Landscape

- Multiple Commissioners
  - 3 CCGs – Birmingham,
  - 13 CCGs – Wider West Midlands
  - NHSE
  - 2 Local Authorities Bham & Sandwell
  - New Business = new CCG commissioner

- Health Education
  - Dental School
Interface

• Birmingham
  – 3 large Acute Providers
  – 3 specialist acute providers
  – Geographical Local Authorities
  – Over 200 GP Practices in Birmingham alone

• Wider West Midlands
  – 3 Safeguarding Boards
BCHC - Who are we

– Unique mix of Community and Specialist Services within Core Birmingham area and some services to the wider West Midlands over 300 locations
– Comprehensive range of core community services to a Birmingham population of 1.1million
– Universal Children Service to Birmingham, Sandwell and Staffordshire
– Specialist Community Services to City of Birmingham and Wider West Midlands – serving population of 5.7million
Adults and Community Services

Inpatients and Urgent Care

- Combined Point of Access
- Urgent assessment
- Care co-ordination
- Diagnostics – Ultrasound capability for Rapid Response focused on the DVT Pathway, expanded x-ray provision for Inpatients.
- Point of Care Testing Analysers
- Inpatient and Urgent Care
- Community beds
  - Elderly Care
  - Rehab
  - Intermediate Care
  - Dementia Friendly Unit
- HMP Prison Healthcare
BCHC contribution to the health economy

- IMTs
- Rapid Response
- SPA/Urgent Care Bureau
- Sub-acute & Specialist Beds
- Intermediate Care Units
- Discharge Hub
- In-Reach ‘Front Door’
- Enhanced Assessment Beds
- CMAU
- Home IV Therapy
- DVT screening

Better Care: Healthier Communities
Combined Point of Access

• Transition of Single Point of Access to Combined Access Point
• Integrating system wide bed Management – working in partnership with West Midlands Regional Capacity Team
• Using the Care in Focus methodology for planned activity – e.g. MSK
Adults & Community Division

Integrated Multi Disciplinary Teams
- District Nursing,
- Community Podiatry
- Physiotherapy
- Specialist Services & Older People
- 36 Teams
- Separate evening team
- Includes – DNs, O.T.s, Physios, CCMs and HCSWs
- Operate 0800 – 2200
- Provide: wound care, pressure ulcer management, end of life care, long term condition management, continence advice, health and well being advice

Specialist Services
- Continence
- Respiratory
- Heart Failure
- Cardiac Rehabilitation
- Tissue Viability
- Lymphoedema
- Diabetes

Better Care: Healthier Communities
Services for Children and Families

- A wide range of accessible and responsive universal and specialist services are provided for children, young people and families in homes, schools and clinics across Birmingham.
- As part of our universal services, every child is supported from pre-birth to five years old by our health visiting teams.
- Our nurses in mainstream and specialist schools then provide continuing health checks, immunisations and support.
- For children with additional developmental needs, specialist support is provided in families' homes and in child development centres across the city.
Services for Children and Families

Better Care: Healthier Communities
Dental Services

• Birmingham Dental Hospital and School of Dentistry

• Community Orthodontic Service

• Community Paediatric Dental Service

• Special Care Dentistry
Dental Services

• Dental Services - Care in crisis and Specialist Centre of Excellence.
• Commissioning of the New Dental Hospital and School – maintain national recognition of clinical excellence in teaching and research
• Clinical leadership model, integrated services and partnership working

• Improving access for unscheduled and urgent care
• Improved effectiveness through development of clinical outcome measures-piloted in 3 to be extended
• GA Theatres
• Outpatients
• Cancer Services
Rehabilitation Services

Moseley Hall Hospital

- Neuro-Rehabilitation
- Inpatient Neuro-Rehabilitation unit
- Moor Green vocational services
- Birmingham Neuro Rehabilitation Team
- Brain Injury Specialist Clinic

West Midlands Rehabilitation Centre

- Posture and Mobility
- Birmingham Wheelchair Services
- Access to Communication Technologies: environmental controls and augmentative and alternative communication
- Specialist Orthotics and Amputee Rehabilitation services
- Clinical Measurement Laboratory
- Specialist clinics
Learning Disability Services

- Community Nursing
- Community Forensic
- Psychiatry
- Psychology
- Physiotherapy
- Speech and Language Therapy
- Dietetics
- Massage Therapy Service
- Occupational Therapy
Workforce

- Circa 5000 staff
- Range of Professions
  - Professional Scientific and Technical
  - AHP
  - Consultant Body in Medical, Psychiatry and Dental
  - Nursing
  - Estates
  - Admin Clerical
NHS Five Year Forward View

- Vision for future
- New Models of Care
- Dissolving traditional boundaries
- “Systems” as networks of care
- Integrated services around the patient
- Place Based Care Models

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New Landscape

• Currently working within
  – 1 Vanguard
  – Prime Minister Challenge Fund Federation CCG wide
  – 3 other Large GP partnerships/federations
  – Other GPs not part of above

Developing New Accountable Organisations via Alliance contracting models

• But
  – During transition….
    • Current Commissioner
    • Current Provider Partners
Case for Change

• Current System facing unprecedented levels of pressure
  – Demographic Changes
  – Variations in Quality and Performance
  – Poor Access
  – Unsustainable system strains
• Care spend projected to reach unaffordable levels - 20-40% higher in 2025/26 than 2016/2017 (National)
• Transformation intervention is a necessity
Multi-Speciality Community Provider (MCP) Vanguard

- MCP
  - Brings together local health and social care system leaders
  - Building on
    - Individual successes
    - Joint capabilities
    - Joint experience
Our Geography (Current and Planned)
• One of 4 GP-led MCP new care models (Vanguards) in England

• Together with our partners, we will align our clinical and financial responsibility for our population to:

  ✓ **Increase access to our services** and ensure the right care and support are delivered at the right time and place by the right professional team

  ✓ **Make the best use of available resources** and work together to provide integrated and seamless care closer to home

  ✓ **Harness our collective skills, capabilities and expertise to deliver** excellent quality and experience and value across the system and improve long-term outcomes of our population
Approach

• Recognising Case for Change
• Transformational Proposition
  – Population Based
  – 24/7 Single Point of Access
  – Broad Range of Home-based and Community alternative to hospital
  – Engaging and empowering our population to manage their care with confidence
• Implementation Approach
  – Long term commitment from all partners
  – Multi-year, multi-dimensional transformation programme
  – Clear and Joint accountabilities
• Required investment
Our Proposition: A New Way of Working

A new care model that is underpinned by a 24/7 Single Point of Access, a broader range of home-based and community alternatives to the hospital, and engaging and empowering our population to manage their care with confidence.

24/7 Single Point of Access
Our MCP will be the first point of access for our population's health and care needs 24/7 leveraging real-time digital and system flow intelligence.

Personalised Care Experience
Patients, especially those requiring complex care, will have a broad team of clinicians and voluntary sector caring for them. They will be managed through a common community care plan shared across all providers.

Care Closer to Home
Our patients will have access to a broader range of home-based and community alternatives to the hospital.

Workforce Realignment
We will transform our workforce and transition from task-based delivery to proactive care management – building care teams around individuals and geographies, enabled by care management tools to support integrated delivery.

Population Engagement and Empowerment
Our population will have a broad set of resources to support them to stay well, live well with long-term conditions and transition back to health in an acute crisis – at the location, time and format of their choosing. Our patients and their families will understand their conditions, potential complications and risks and have an action plan in place in case of any changes. Our patients will be supported to self-manage their care with confidence.
Strong and Effective Partnership

- Internal Organisational Change
- Transformation Programme
- System Thinking
- Multi Partners
- Geographical Challenges
Internal Organisational Transformation Programmes

• Combined Access Point
• Care in Focus
• Dementia Friendly Unit
• New Build – Dental Hospital
• Financial Constraints
  – CRES
  – No longer “doing more for less”….needs to be transformational and sustainable
Care in Focus

• Partnership
  – Newton Europe
  – Focus on District Nursing
  – Delivering Care in a different way
    • Embracing Technology
    • Empowering staff
    • Planning Logic
    • Organisational Development
    • Learning and Sharing
Transformational Improvement

Care in Focus
Frontline Shaping the Future

Better Care: Healthier Communities
Clinically Led

- 36 District Nursing Teams
- Hundreds of visits to teams & clinical workshops
- 450+ Staff trained in new ways of working
The How

Data Capture

Data Analysis

Problem Solving

Meetings
Data Driven

- Clear tools & dashboards
- Data based decisions
- Empowered escalation

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IT Supported

- Capacity and Demand Planning across Birmingham
- RiO Information
- EPR Preperation
Impact

Patient Facing Hours by Band + Patient-Related Activities → Care Delivery Hours

Additional Required Activities

Cover for training, sickness & absence

Weekend cover

Minimum cover rules

Required Clinical Hours → Target Clinical Establishment

Target Clinical Establishment → Admin Support Level Adjustment

Acuity/Dependency

Review of all activities on RIO, assigned a dependency score.

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Care in Focus: Programme 1

BIRMINGHAM COMMUNITY HEALTHCARE NHS TRUST

- 5,800 extra patients seen in clinic annually
- 330,000 more patient contacts recorded annually
- £2.3m savings annually
- 100+ hours clinical workshops
- 80,000 clinical hours released annually
- 100+ staff engaged in solution development
- 65,000 sheets of paper saved
- 450+ clinicians trained
The Programme Rollout

next steps

Better Care: Healthier Communities

- Template for Future Transformation
- Top down strategy into bottom up delivery
- Long term sustainability
The Day Job

- Keeping delivering high quality care to diverse patient needs
- Engaging Clinical Teams to be brave leaders
- Performing to the highest possible quality every time
- Daring to dream about tomorrow
- Using our skills, knowledge and learning to enhance the MSP and future organisations
So ……

- Emerging New Models
  - MSP (1) - Vanguard
  - Prime Minister Challenge Fund (3)
  - Federations (2)
- Challenges for Community Providers
  - We are the glue
  - We are the integral enabler for all the new models of care
  - Unique Position to be the system leader at all levels
- Innovative Trusted Provider leading Partnerships seamless working together
- Larger Systemic wide Organisations
The Future
The Future

• New Landscape
  – System Leadership
    • Building new skills
    • Learning from others
    • Breaking down traditional barriers
    • Patient centric
    • Health and Social Care System wide bottom up approach
  – Partnership working
    • New World
  – Relationship Management
• Doing the Day Job

Better Care: Healthier Communities
......But......
this is probably reality....

- Find Your way..be brave..be a system leader!

Better Care: Healthier Communities
Thank you for listening

• Questions?

• Contacts
  • angie.wallace@bhamcommunity.nhs.uk

• Acknowledgements
  – Newton Europe – Care in Focus
  – Modality MCP