

Barnsley Health and Wellbeing Board

2 December 2014

SYSTEM LEADERSHIP: PROVIDING SUPPORT AND CHALLENGE TO BARNLSLEY

Purpose of the Report

To provide members of the Health and Wellbeing Board with an update on the work recently initiated on systems leadership and the next steps over the coming months.

Recommendations

Health and Wellbeing Board members are asked to:-

- Note the intentions, scope and focus of the systems leadership support.
- Commit to work closely with Robin over the coming months to help inform how the role of the Board, pioneer programme and broader health and social care economy ensure a safe and sustainable system in the 21st Century.

Introduction/ Background

An initial discussion to develop an approach with the team in Barnsley involving Martin Farran, Lesley Jane Smith, Dan Carver, Scott Matthewman, John Atkinson and Robin Douglas was held in October.

Starting conditions:

- Strong history of collaborative working and joint initiatives
- Real outcomes visible from past work including the use of common data recording, reablement programmes, community supermarket, personalised services etc
- A 'sealed system' aligned boundaries, strong relationships
- Experience of developing joint infra-structure and IT
- Coherent values base that connects GPs, Councillors, staff etc
- Experience across the system of commissioned services
- High pressure in the joint financial environment
- Energy, experience and commitment to drive innovation and service improvement
- An 'asset based' and user-centred perspective driving the work on local services
- Opportunity to strengthen the impact of the HWB board to provide strategic and focused leadership

The challenge:

To respond to initiatives such as the BCF in ways that meets both the national agenda and local priorities.

To build on and extend the work to date in respect of access, intermediate care and longer term support.

To develop a better understanding and alignment between the key agencies and the their leaders.

To ensure that a Transformation Plan reflects a real joint commitment and is coherent and deliverable.

Action:

It was agreed that the focus of the external support should be on strengthening the capacity of the Barnsley system to pursue the key schemes contained in the BCF, and to use any opportunities contained within the Pioneer status. The prime condition is that any development work enables and encourages an innovative approach to service improvement, and the achievement of better outcomes for local people.

As such, there are 3 strands to initiate this work:-

1. The key leadership group (SSDG) to meet and review the current position.
 - Supported by a workshop to be designed to test and build joint understanding of the commitments and implications for the individual players.
 - Brief individual conversations to be held in advance with members of the wider leadership group to determine their perceptions of the challenges, obstacles and opportunities available.
 - The workshop will be an open session to discuss what helps or hinders the development of stronger patterns of commissioning alignment, service integration and innovation to achieve better outcomes.
 - As 'real development comes from real work' we would expect members of the workshop to attend with a practice challenge that they wish to progress.
 - To explore the contribution that the HWB Board can make to supporting implementation of the agreed plans, and reflect on future leadership arrangements.
 - To 'rebase the values and vision' and produce a strong image and joint narrative of where we are going, and how we intend to organise the journey.
 - To identify how the wider system and stakeholders can be connected and engaged in the process.

2. Reframe the Pioneer work to ensure that the projects contained within the programme provide a coherent and deliverable package.
3. Build a joint performance framework to ensure that actions directly reflect these plans and that we know that 'we are doing what we are saying'

Robin is currently involved in a series of discussions with key stakeholders to explore their concerns, issues and understanding of the most effective ways to ensure the success of the programme.

Robin Douglas

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