

Case Study

South Warwickshire NHS Foundation Trust - SWFT

Overview

Year of Completion: **2021**

Healthcare Sector: **System Design / Integrated Care Partnership**

Project Category: **ICS Consultancy**

Project Duration: **4 weeks**

Employing over 2,200 people, SWFT is an acute NHS Foundation Trust operating four hospitals in Warwick, Leamington Spa, Stratford, and Shipton-on-Stour. SWFT also delivers Out-Of-Hospital community services to the whole of Warwickshire, serving a population of more than half a million people from various clinics, as well as 0 to 19 Public Health Nursing Services in Coventry and Solihull.

As our ongoing partnership has developed, growth into the wider healthcare consulting space has occurred naturally as a seamless extension to our bid writing services such that we have also delivered projects on behalf of SWFT that include OOH Pathways development, development of a Clinical Strategy Initiation Document for South Warwickshire, and most recently, an Integrated Care Provider (ICP) Host Provider Roadmap for Warwickshire PLACE, one of the two ICPs in the Coventry and Warwickshire Integrated Care System (ICS).

The Opportunity

For nearly a decade, the NHS has been experiencing a significant slowdown in funding growth, set against increasing costs and demand for service delivery, and cuts to public health and social care funding. The direction of travel since 2014 has led to the concept of Integrated Care and Place-Based systems to meet the needs of a changing population, culminating in the NHS Long-Term Plan which confirmed the ambition for every system in England to be ready to operate as an integrated care system from April 2021.

Out of this requirement came the Coventry & Warwickshire ICS in which decision-making, budgets, and frontline professionals are being brought together in a different way from ever before. The aim of doing this is not only to shape services in ways that better support local people and communities, but also to help to tackle the wider issues that can affect health.

Working to SWFT on behalf of Warwickshire Place, the project objective was to create an implementation roadmap to transform SWFT from being a 'Provider' to becoming a 'Host Provider' for Warwickshire PLACE by 22/23. The 'Host Provider Implementation Roadmap' was required to set out a framework for what work needed to be done and by when during 21/22 to achieve this objective.

The Clients Barriers

- Lack of time to conduct the work in-house.
- Complex political environment across Warwickshire requiring effective stakeholder engagement.
- Lack of experience as an organisation to show the credentials to effectively inform the SWFT Board.

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Our Approach

Our plan was to create a clear and actionable process that would allow us to ensure our work best highlighted the knowledge we have of the sector and put SWFT in the best position to establish itself as a 'Host Provider'.

Utilising our in-depth knowledge of the direction of travel of health and social care in England, HealthBid were able to effectively communicate the background and national context to both the emergence of Integrated Care Systems in Coventry and Warwickshire and the SWFT objective for establishing themselves as 'Host Provider' for the Warwickshire PLACE Integrated Care Partnership.

We were able to make the most of our experience working closely with SWFT to design an implementation roadmap that would support SWFT in establishing itself as 'Host Provider', by setting out a proposed framework for what work needed doing and by when during 2021/22 to achieve this objective.

The report covered:

- An assessment of the Trust current state, definition of the required future state, and provision of a supporting narrative explaining how to get there.
- Overview of a proposed implementation plan including key milestones and consideration of the major workstreams.
- Consideration of the Trust internal plan to support this work.
- Models for the identification and management of: risks & mitigation, benefits and opportunities.
- A mechanism for implementation of the framework and managing progress against it, including: ownership responsibilities, associated governance, an approvals process, and the necessary structures.

The report was able to summarise a series of key recommendations for consideration by the SWFT Board and provide a plan for how the document could be used to communicate with staff and the community.

Our Successes

The emergence of Integrated Care Systems remains a complex issue for many stakeholders across England. Through this work, HealthBid was able to firstly, simplify the context and draw out the key points of what was happening so all stakeholders could establish a base understanding. We were then able to provide a clear roadmap for actions that could be easily implemented and provide the Board with clear recommendations to facilitate effective decision-making.

Finally, the report is being used to inform other organisations in Warwickshire as to the benefits of SWFT becoming a Host Provider and communicating proposals with staff and local communities.

Glossary

ICs: Integrated care systems

ICPs: Integrated care partnerships - alliances of NHS providers that work together to deliver care by agreeing to collaborate rather than compete.

PLACE: - A sub-geography within an Integrated Care System footprint.