Integrated Care System Update

21st November 2018
Journey towards integrated care…

Reorganisation & fragmentation

- 8 CCGs
- Provider trusts
- NHS local teams, specialist commissioning, CSU
- Local government
- Healthwatch established

NHS Five Year Forward View – October 2014

New models of care

Language of integrating, joining up and evidence of fragmentation emerges.
Do you have a plan to respond to the gaps in health, wellbeing, care, quality and financial sustainability?

- Planning
- Identifying major areas of focus
- Slow pace of change
- Establishing programme delivery and governance
- Public suspicion increases “plans in secret” and privatisation

Draft STP for Lancashire and South Cumbria published in November 2016
Journey towards integrated care...

Formal

- Health and Social Care Act 2012 in place
- Positive work from Vanguards
- Consensus on Five Year Forward View
- Funding gap worsens

Developing

- Move towards partnerships
- STP develops towards Integrated Care System
- Local Delivery Partnerships become Integrated Care Partnerships
- 3 place based levels emerge

JCCCGs permits collective decision making

Strategic framework

ICS Executive Team in post from Summer 2018

Review of STP priorities

Pipeline of emerging work

National expectations to increase pace
Review process October 17-April 18

Undertaken independently by the NHS Transformation Unit

Review asked the questions: is the partnership clear about what it is trying to achieve and is the pipeline of work organised to be successful?

Opportunities to learn from major change programme in Greater Manchester

Direct connections made to the “place-based” thinking which was under development in the commissioning system
The review of the strategic framework was undertaken by the ICS organisational partners – facilitated by the TU.

There was no direct public involvement at this stage e.g. acute and specialised focus on fragile and unsustainable services.

BUT - expectation is that engagement is a pre-requisite for the detailed actions across all key workstreams.
ICS has set out Executive Sponsor and SRO roles and expectations (Sept 2018)

The leaders of the majority of Portfolios are agreed and known

Meetings now taking place to understand current scope of work, leadership and governance arrangements, resourcing and approach to engagement (Sept-Oct 2018)

More work is required to get clearer lines of sight for decision-making and involvement e.g Stroke improvement and reconfiguration
Portfolio Management
Approach, Priorities & Progress
- Standardised methodology for all portfolios. Review of portfolio management and associated governance (Nov-Dec 18)
- Robust monitoring mechanisms of progress, risks, & impact
- Scheduling through the PMO as a central hub to underpin & connect interdependencies and improve information sharing
12 ICS portfolios split into 3 categories:

- Strategic – Designing the Structure
- Clinical – Laying the Foundation
- Enabler – Providing the Tools

Various stages of development
Design, Planning, Mobilisation of the Lancashire & South Cumbria Integrated Care System:

1. Form & Structure
   - The development and implementation of an integrated structure for the ICS, and the form of assurance and interface with the ICPs and neighbourhoods to enable delivery.

2. Strategy, Performance & Planning
   - Development of an integrated Lancashire & South Cumbria wide strategy for health and social care services for a healthier population, and improved outcomes.
   - Development and implementation of planning and assurance processes to support the planning and delivery of operational plans to ensure that capacity and demand are sufficiently aligned.

3. Commissioning Development
   - Defining the place-based commissioning arrangements across Lancashire & South Cumbria
   - Mobilising the structure of ICS level commissioning
Review, Redesign and Transformation of clinical pathways identified as Lancashire & South Cumbria Priorities to improve quality & performance for patients and staff:

4. Acute & Specialised Services
   - Stroke
   - Head and Neck
   - Vascular
   - Urology (cancer and benign)
   - Paediatrics
   - Diagnostics
   - Maternity
   - Cancer
Review, Redesign and Transformation of clinical pathways identified as Lancashire & South Cumbria Priorities:

5. Out of Hospital
   - Integrated Community & Primary Care – including the development of Primary Care Networks & focus on ambulatory care conditions.
   - Regulated Care – Care Homes, Domiciliary Care. Development of a quality assurance system and improving the finance, procurement and workforce strategy for these areas.
   - Children's & Young Peoples Health – delivering the strategy to improve children's and young peoples health and wellbeing
   - Palliative Care

6. Prevention & Population Health
   - Population health – Accelerator programme – to establish the structure and effective analysis and identification of priority areas for improvement
   - Prevention – National mandate for Diabetes, Suicide & Stroke as well as support to ICS portfolio developments.
   - Health promotion
   - Community resilience
Review, Redesign and Transformation of clinical pathways identified as Lancashire & South Cumbria Priorities:

7. Urgent & Emergency Care

- Delivery of nationally driven initiatives to improve: urgent access to ED alternatives for patients, 4 hour & DTOC performance and reducing the number of NEL admissions & LOS.
- Supported by Ernst & Young & NHSI.

8. Mental Health

- Delivery of nationally driven initiatives – including improving 7 day access, and early access to mental health services
- Learning Disability national priorities, including transforming care
- CAMHs – Children & Adolescent Mental Health pathway improvements
9. Finance & Estates

- Defining and mobilising the processes and capability for financial management across L&SC, including CIPs. Enabling effective management and monitoring, and the ability for single control totals
- Strategy for estates and back office efficiencies across the footprint.

10. Digital & IT

- Formation of the IT strategy to enable integrated services to work effectively across L&SC
- Providing the foundation to do this
- Developing a digital roadmap for consistent opportunities across L&SC for both workforce and the population

11. Workforce, Leadership & Organisational Development

- Analysis and workforce strategy development for L&SC
- Establishing processes for L&SC to develop their organisations and ensuring that staff are supported consistently across L&SC.

12. Communication & Engagement

- Strategy development for co-ordinated and consistent staff ad public messages across L&SC
- Supporting the mobilisation of the strategy
Maintain Regular Updates:

- News Bulletin
- PMO Monthly Briefing
- Portfolio Communications & Engagement plans – events/ workshops etc.
- Partnership Forum
- Maintain Partner Contribution:

  - How is your organisation already involved?

  - How can you and your organisation contribute to the ICS portfolios in the future?
Find out more on our website

www.healthierlsc.co.uk

Join in the conversation on Twitter @HealthierLSC