



Healthier  
**Lancashire &  
South Cumbria**



# Integrated Care System Update

21<sup>st</sup> November 2018

# Journey towards integrated care...

# 2013



# 2014

## Reorganisation & fragmentation



8 CCGs



Provider trusts



NHS local teams, specialist commissioning, CSU



Local government



Healthwatch established

**LOOSE AFFILIATION**



**NHS Five Year Forward View – October 2014**



**New models of care**

Language of integrating, joining up and evidence of fragmentation emerges.

# Journey towards integrated care...

## 2016 Sustainability & Transformation Plans



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

## P = Plan



**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

JCCCGs permits collective decision making

Strategic framework

ICS Executive Team in post from Summer 2018

## Developing

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

# 2017/18

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



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## 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



- Dual function to deliver Lancashire & South Cumbria wide strategies in these areas & to support the delivery of ICS portfolios

## 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 and 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?



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