

Item: 10

<b>Date</b>	Thursday, 01 November 2018
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<b>Title of paper</b>	<b>Integrated Care in NW London – Next Steps</b>
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<b>Confidential</b>	<b>Yes</b>	<input type="checkbox"/>	<b>No</b>	<input checked="" type="checkbox"/> Items are only confidential if it is in the public interest for them to be so

<b>The Committee is asked to:</b>
Discuss the report and recommend next steps.

<b>Summary of purpose and scope of report</b>
<p>The NW London health and care system is committed to working as an integrated care system as we know that this is right for our residents. Through the summer we have held a series of workshop to understand what working as an integrated care system means for NW London.</p> <p>At a workshop in June 2018, NW London agreed to work together to establish a framework for integrated care at the STP level, through the development of a: common clinical strategy, one estates strategy, one digital strategy, one workforce strategy and one communications and engagement strategy.</p> <p>This approach is supported by the renewed emphasis at national level on the development of Integrated Care Systems (ICSs). As an advanced system, the NW London STP is considering an application to NHSE for Wave 3 ICS status and we continue to work with the national team to understand the process and implications of applying to be a wave 3 integrated care system.</p> <p>Nationally it is anticipated that all 44 STPs will develop into integrated care systems, and we are working with the national team to determine whether a wave 3 application is appropriate for NW London. This would mean becoming a shadow integrated care system from April 2019.</p> <p>At a workshop in September 2018 there was agreement on a high degree of ambition for a NW London integrated care system and a desire to move forward, tangibly and at pace, to</p>

Item: 10

make a difference for our residents and ensure system sustainability. NW London is proposing to take forward seven key recommendations to inform our integrated care development programme.

**What are the benefits of this project?**

The aim of our integrated care development programme is to deliver a shared health and local government ambition across NW London.

The NW London health and care partnership works to add value across the NWL Health and Care system to support tangible improvements to health and care services to the two million people who make up the NW London community, helping people to be well and live well.

- Improving integration will enable the NW London health and care system to more effectively deliver our strategic priorities. The impact of this will be improved services and outcomes for the NW London population.

*Patient, staff and stakeholder engagement*

- These proposals have been developed through discussions at our STP meetings, individual discussions with the STP leadership and others as well as significant input from our lay partners.
- Specific integrated care workshops were held in June 2018 and September 2018. The workshops were attended by providers across NW London, including GP Federations, commissioners, local authority, residents and other partners.
- Attendees were generally CEOs, Medical Directors, CCG Chairs, Managing Directors, lay partners.

**Jargon buster**

WSIC – Whole Systems Integrated Care; a toolkit to enable practitioners to access individuals care records to provide more holistic treatment.

STP – Strategy & Transformation Partnership, now Health and Care Partnership; an alliance with the NHS and local government partners to deliver integrated care.

OD programme – Organisational development; internal change programme.

Shaping a Healthier Future – a program to reshape hospital and out of hospital health and care services in NW London.

SOC1 Capital – Strategic Outline Case; a program to secure necessary funding from HM Treasury.

MOU – memorandum of understanding; a non-legal document that provides a framework through which all NW London CCGs agree to operate.

**Quality & Safety**

Increased integration of health and care services are a key element in ensuring quality and

Item: 10

safety of care in NW London improves.

- The enhanced clarity, accountability and ability to measure system outcomes that form part of an integrated care approach are envisaged to have a positive impact on the quality and safety of care provided to the population of NW London.

#### Equality analysis

There is no foreseen adverse impact on equality from this proposal.

#### Finance and resources

The proposal does not identify the requirement for additional investment at this stage. The proposal should allow for improved prioritisation and co-ordination of existing resources.

Risk	Mitigating actions
Readiness of system to meet formal Wave 3 Integrated Care System Requirements	Extensive stocktake conducted. Discussion and engagement with all key system stakeholders to understand ambition and current state to allow STP Leadership to take informed decision.

#### Supporting documents

None.

#### Governance, reporting and engagement

*Provide a brief overview of where this paper – or work in developing it – has been discussed. Signpost to where in the paper more detail on this can be found.*

Name	Date	Outcome and where in the report can you find out more
Integrated Care Workshop	June 2018	Comments feeding into next phase of development
Integrated Care Workshop	13 <sup>th</sup> September 2018	Comments feeding into next phase of development
Joint Health Care Transformation Group	27 <sup>th</sup> September 2018.	Comments feeding into next phase of development
STP Leadership	5 <sup>th</sup> October 2018.	Comments feeding into next phase of development

Item: 10

Integrated Lay Partner Group	9 <sup>th</sup> October 2018.	Comments feeding into next phase of development
STP Health Board	11 <sup>th</sup> October 2018.	Comments feeding into next phase of development
STP Clinical Board	11 <sup>th</sup> October 2018.	Comments feeding into next phase of development

**Conflict of interest**

None identified.

# Integrated Care in NW London – Next Steps

1<sup>st</sup> November 2018

## 1. Introduction

The NW London health and care system is committed to working as an integrated care system as we know that this is right for our residents.

North West London has been at the forefront of thinking and working in a collaborative on integrated care for many years, since the development of its Whole System Integrated Care (WSIC) Programme, in 2013.

NW London's STP plans reflect this legacy and set out a vision for the care patients should expect to receive. NW London CCGs have progressed plans to strengthen primary care and develop plans for integrated care, while providers are increasingly working together to build more integrated services.

Through the summer we have held a series of workshop to understand what working as an integrated care system means for NW London.

At a workshop in June 2018, NW London agreed to work together to establish a framework for integrated care at the STP level, through the development of a: common clinical strategy, one estates strategy, one digital strategy, one workforce strategy and one communications and engagement strategy.

This approach is supported by the renewed emphasis at national level on the development of Integrated Care Systems (ICSs). As an advanced system, the NW London STP is considering an application to NHSE for Wave 3 ICS status.

Nationally it is anticipated that all 44 STPs will develop into integrated care systems, and we are working with the national team to determine whether a wave 3 application is appropriate for NW London. This would mean becoming a shadow integrated care system from April 2019.

Within this context, the STP Health and Care Programme Board commissioned a stocktake, which set out the current state of play in integrated care, as well as the challenges and opportunities facing the system as it develops.

The integrated stocktake report was agreed as an accurate reflection, with the right themes and recommendations being highlighted. Although it was acknowledged that in summarising at this level, nuance can be lost and to be successful we need to understand local circumstances and build on these.

At the September 2018 workshop there was agreement on a high degree of ambition for a NW London integrated care system and a desire to move forward, tangibly and at pace, to make a difference for our residents and ensure system sustainability.

## **2. NW London integrated care development programme**

Seven key next steps have been identified to inform our integrated care development programme:

### **1. Developing relationships and building trust**

Trust is a key building block for an effective integrated care system. A focussed OD programme should be undertaken working on 3 levels – system leaders, wider leadership team, lead clinicians. We will highlight the difficult issues which impact on trust e.g. Procurement, approaches to quality and value and perceptions of capability.

### **2. An agreed system-wide clinical and care strategy**

This needs to build on the delivery of Shaping a Healthier Future, be ambitious for our population, yet rooted in the reality of current challenges (covering community care through to specialised commissioning).

### **3. Identify and deliver key landmark programmes to demonstrate the benefits of working as an integrated care system**

The system is already working collectively in a number of key areas, these should be given priority to demonstrate the impact of integrated care. Suggestions for landmark programmes are:

- next phase of hospital and community development through SOC1 capital
- integrated diabetes care
- outpatients transformation
- ambulatory care

### **4. Agreed, system-wide enabling strategies**

Those identified are digital, estates, workforce and communications and engagement. We need to define for each, what we mean by a single strategy and importantly how we deliver to this to make a tangible difference to our residents, staff and organisations. The discussions from the workshop will inform this work.

### **5. System-wide finance and contracting focus**

Agreement to a programme of work that starts immediately and moves us in stages from payment by results towards capitation funding and a single system control total. For example, our emerging approach in Outpatients and Renal.

### **6. Using our Whole Systems Integrated Care information system to drive our population health analysis and integrated care programmes**

In WSIC, NW London has a unique and powerful population health management system; we need to leverage its full potential to inform our integrated care system.

**7. Establish the robust system-wide governance for an integrated care system.**

This work has begun through the summer and is being agreed through governance groups in October. The new governance will be in effect from January 2019 and will include clear articulation of programmes of work with deliverable outcomes in each of our STP areas, new terms of reference for key system groups and an MOU between system partners.

**3. Wave 3 Integrated Care System application**

In 2016, NHS organisations and local councils came together to form 44 sustainability and transformation partnerships (STPs) setting out their proposals to improve health and care for patients.

Nationally 14 STPs have now evolved into Integrated Care Systems. In an Integrated Care System, NHS organisations, in partnership with local councils and others, take collective responsibility for managing resources, delivering NHS standards, and improving the health of the population they serve.

NHS England and NHS Improvement’s intention is that all STPs will become integrated care systems.

To support the accelerated development towards integrated care systems, NHSE and NHSI announced the first wave of shadow Integrated Care Systems in June 2017, followed by wave 2 in 2018.

The next wave of shadow integrated care systems will commence in April 2019, with applications due in January 2019. No London systems are currently recognised as shadow Integrated Care Systems and the national team is keen to work with NW London and SE London towards this.

Although, NW London is not part of the official aspirant programme (an 11 week programme of support), we are able to access a similar level of support, if we decide pursuing wave 3 application is right for our system.

The initial part of the process is an assessment of readiness. This assessment provides a framework for understanding where each system is in its Integrated Care System journey and therefore what support is needed to progress to shadow integrated care system status. The assessment of readiness is a self- assessment against the following Integrated Care System capabilities:

1. Effective leadership and relationships

2. Track record of delivery
3. Strong financial management
4. Care redesign
5. Coherent and defined population

The STP Director, working with NHSE and the national team, has undertaken and agreed an initial assessment. This assessment supports the recommendations that emerge from the integrated care workshop. Conversations are underway as to how the national team can support NW London progress.

## 4. Next Steps

The following next steps are underway in order to take this forward efficiently and effectively.

### **NW London integrated care development programme Next Steps:**

- Take forward the 7 recommendations from the September 2018 workshop.

### **Wave 3 Integrated Care System application Next Steps:**

- Meeting scheduled with the national team to ascertain the process for a wave 3 application and the full implications of proceeding with this. However, there may not be full clarity until after the publication of the NHS 10 Year Plan.
- Outputs from this, along with the initial assessment will be shared with the STP leadership, through the STP governing meetings and on to statutory bodies for decision.