

Lancashire County Council
Health Overview and Scrutiny Meeting
Healthier Lancashire and South Cumbria System update

Integrated Care System update on five year strategy

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PERIOD OF REPORT

17 September 2019

FOR INFORMATION

1. Introduction

This report provides a high-level overview of the partnership in Lancashire and South Cumbria which is working as an Integrated Care System (ICS) and the progress towards developing a five year strategy for the system in response to the NHS Long Term Plan.

Healthier Lancashire and South Cumbria covers a region made up of five local health and care partnerships - four integrated care partnerships (ICP) and one multi-speciality community provider (MCP). These are Central Lancashire, Pennine Lancashire, Fylde Coast, Morecambe Bay and West Lancashire. These areas provide a way for organisations and groups involved in health and care to build up their local partnerships.

Partners include:

- Clinical Commissioning Groups: Greater Preston, Chorley and South Ribble, East Lancashire, West Lancashire, Blackpool, Fylde and Wyre, Morecambe Bay, Blackburn with Darwen
- Five acute and community trusts: Lancashire Teaching Hospitals NHS Foundation Trust, University Hospitals of Morecambe Bay NHS Foundation Trust, East Lancashire Hospitals Trust, Blackpool Teaching Hospitals NHS Foundation Trust and Lancashire Care NHS Foundation Trust
- Two upper tier councils (Lancashire and Cumbria) and two unitary councils (Blackpool and Blackburn with Darwen)

The integrated care system is clinically led by Dr. Amanda Doyle with support from senior clinicians and managers from every part of Lancashire and South Cumbria.

Earlier in the year and to underpin the development of the ICS partnership, leaders across the Lancashire and South Cumbria ICS produced a document called “Our Next Steps” (appended to this report). This set out a number of priorities for the partnership and forms a foundation for the development of our response to the Long Term Plan.

Our Next Steps sets out our vision for a healthier Lancashire and South Cumbria. The document explains how working in partnership helps us respond to the challenges our communities and front

line professionals are experiencing and how we can use our resources better. We also commit to building stronger alliances between our organisations to realise our ambition that Lancashire and South Cumbria becomes a great place to live and work.

System partners have agreed the eight partnership priorities for changing the way they work together from the Our Next Steps document. These were co-designed with system leaders and have been tested with staff and patient groups through extensive consultation:

- Maximise the benefits of our work in neighbourhoods
- Deliver an integrated health and social care workforce for the future with the capacity and capability to provide sustainable care and support to our local communities.
- Strengthen the resilience and mental health of people and communities
- Establish a group model for all hospital services in Lancashire and South Cumbria
- Reinvigorate strategic partnerships across the public sector
- Establish a public sector enterprise and innovation alliance with our ICS partners, including academic partners and Local Enterprise Partnerships to deliver inward investment and support job creation
- Bring the entire health and social care system back into financial balance
- Consolidate commissioning so that our arrangements for planning and prioritising our resources improve our population's health and the outcomes of health and social care.

This version of Our Next Steps has been developed for system leaders and senior clinical/programme leads and has been developed through discussions with more than 200 individuals from our partner organisations.

The Lancashire Health Overview and Scrutiny Committee was updated on the progress of partnership working and the development of a shadow integrated care system in February 2019 and a workshop was attended with members of the Health Overview and Scrutiny Steering Group in June.

In the previous briefing the Committee were apprised of the executive leadership for the system, examples of progression in priority areas, a financial update and the introduction of a 20 week programme for population health management.

2. Five-year strategy for Lancashire and South Cumbria

Publication of the NHS Long Term Plan

On Monday 7th January 2019, NHS England published the 133-page NHS Long Term Plan which outlines the priorities for the health service over the next decade.

Health leaders across Lancashire and South Cumbria have welcomed the publication of the NHS Long Term Plan. It describes how the NHS will make sure people get the best start in life, and how patients can expect world-class care for major health problems.

The plan also details how different organisations should work closer together to make sure health and care services are more joined up and delivered in the right place and at the right time for local people and their families.

It outlines how services should be joined up within neighbourhoods – geographical communities with populations of typically between 30,000 to 50,000 – to support people to stay well.

The plan clearly endorses what we have been doing for some time here across Lancashire and South Cumbria in terms of partnership working and bringing services together. We enjoy good working relationships with our local authority partners, as well as those from the voluntary, community and faith sector and the many groups of people who volunteer their time to help shape and improve health and care services.

We are confident that closer integration of services and partnership working is vital to improve the experience of patients and also to support people to keep well. People sometimes experience fragmented care when it is provided by several organisations; bringing services and teams closer together will help to reduce this.

Five Year Strategy

The Committee was informed in February that the next step for Lancashire and South Cumbria as outlined in the Long Term Plan is to develop and implement our own five-year strategy for 2019-24. This will set out how we intend to take forward the ambitions set out in the NHS Long Term Plan, and work together to turn these into local action to improve services and the health and wellbeing of the communities we serve.

Over the summer, additional national guidance was published to support the development of ICS strategies. This set out that the intended focus and expectations of the plans that they should:

- Be clinically-led
- Be locally-owned
- Use realistic workforce assumptions
- Be financially-balanced
- Focus on the delivery of the NHS Long Term Plan commitments
- Be based on local need
- Be focused on prevention, reducing health inequalities and unwarranted variation
- Engaged with local authorities
- Drive innovation



The five year strategy is expected to identify a number of clinical service priorities for the system over the next three years. These will include:

- Out of hospital and the development of Primary Care Networks
- Urgent and Emergency Care (to include Respiratory)
- Cancer
- Mental Health, Learning Disabilities and Autism
- Planned Care
- Better Births
- Stroke
- Fragile services e.g. acute paediatrics

Further work is taking place at the current time to identify more precise areas of focus in these clinical areas.

Involvement of local people, staff and stakeholders

We have been working with partners across the system to involve local people and listen to feedback on the key messages within Our Next Steps. We are committed to involving local people, staff and partners in the development of our shared five year strategy.

In developing and setting a five year strategy for Lancashire and South Cumbria we believe this also needs to be built upon high levels of engagement and involvement at the earliest possible stage with a range of stakeholders and will be influenced by the engagement which takes place throughout its development.

A considerable amount of engagement work has taken place over the past two years on a local level upon which the strategy will be built. We want to make sure people have the opportunity to shape the plans at every stage over the coming weeks and months to make sure we have a strategy for Lancashire and South Cumbria which is fit for purpose.

The following engagement and involvement with local people has been undertaken to support the development of the five year strategy:

- 803 people contributed to a local Healthwatch survey on different components of care
- 166 people contributed to a local Healthwatch survey for people with specific conditions
- A programme of focus groups delivered by local Healthwatch working with the five local partnerships is underway with 16 groups already completed
- 397 staff from partner organisations (including NHS, Local Authority, Voluntary, Community, Faith and Social Enterprise and education) have contributed to a survey on proposed partnership priorities
- Our Next Steps has been discussed in partner governing bodies, trust boards, cabinet meetings and in local public involvement forums
- Discussions have taken place with staff in briefings led by leaders of individual organisations
- An event with clinical leaders from across Lancashire and South Cumbria to develop a clinical strategy is planned for 26 September 2019.

We are planning to publish our five year strategy in November in accordance with guidance from NHS England and Improvement.

3. Commissioning Reform

In August 2017, commissioning leaders from CCGs, NHS England and the CSU committed to a programme of work to respond to the changes taking place in commissioning in the light of the Five Year Forward View.

CCG chairs, chief officers and CSU directors have been working together to agree a road map and statement of intent for commissioning reform, in the light of the work undertaken by commissioners and providers in recent years to introduce models of integrated care and the development of Lancashire and South Cumbria as an Integrated Care System.

The agreed road map outlines a direction of travel to establish by April 2021 a single CCG in Lancashire and South Cumbria to act as a strategic commissioner. The CCG would be established as a consequence of the development work to create four maturing Integrated Care Partnerships (ICPs) and 1 Multi-specialty Community Provider (MCP) and enable the development of Primary Care Networks (PCNs) working in neighbourhoods.

These recommendations endorse our agreed place-based approach to commissioning to maximise the contribution made by commissioners at the most appropriate level of place for the services

under consideration. This includes action to be taken at the Lancashire and South Cumbria level. We expect that commissioning will continue to be clinically led.

Commissioning leaders have a clear intention of building on the best work undertaken with our partners to improve health and join up health and care, health care services and community assets in neighbourhoods, integrated care partnerships (ICPs) and across the whole of Lancashire and South Cumbria.

There is a need to address several examples of fragmented or variable commissioning in the current system. Examples include our approach to complex, individual packages of care, cancer and learning disabilities. There are further opportunities to align decision-making for specialised services commissioning more closely to Lancashire and South Cumbria.

This work aims to create a focus for the health and care system to work very differently, agreeing plans to improve the whole population's health, using partnerships to improve the quality of health services and bringing the system back into financial balance.

A single CCG working on the same footprint as the ICS is the typical model expected in the Long Term Plan. Under current statute, the CCG would be established under a constitutional model as a member organisation.

Leaders have committed to be open and transparent with staff and partners about these proposals for commissioning reforms and intend to provide further information in the autumn. It is important to emphasise that for any changes to be formally agreed, a case for change will need to be submitted to NHS England and a process of consulting member practices and partners will also be required.

4. Focus on prevention and population health management

In February 2019, Committee members were informed that nearly half a million pounds was being invested in local communities across Lancashire and South Cumbria by NHS England and Improvement. This funding aimed to tackle the factors which have the greatest impact on people's wellbeing. The ICS was one of four of the first wave of national exemplar areas testing the use of data and intelligence to support improvements in the health of local areas.

The £471,000 investment from NHS England was used to design better care around our communities' needs, a priority described in the NHS Long Term Plan. This included work in Barrow, Blackpool, Burnley, Chorley and Skelmersdale to look at how data and intelligence can be better used by GPs and community services to help people live longer, healthier lives.

The 20 week programme has completed and work is continuing, led by Dr Sakthi Karunanithi, Director for Public Health and Wellbeing for Lancashire County Council and Senior Responsible Officer for Prevention and Population Health for Lancashire and South Cumbria. Lancashire and South Cumbria is one of four areas in the country to be recognised as leading the way in starting to improve outcomes, reduce inequalities and address the broad range of individual, social and economic factors affecting the wellbeing of local people.

Taking a whole population approach means working collaboratively beyond the boundaries of health and care services to support people to stay healthy and avoid complications from existing illnesses. It will enable care to be delivered in the right place and at the right time for local people and their families.

A Lancashire and South Cumbria: Our Population Health Management Journey report has been enclosed with this briefing.

Videos are available to watch the progress of this work in these five neighbourhoods:

- Barrow: https://www.youtube.com/watch?v=zxrR_NEKUEM
- Blackpool: <https://www.youtube.com/watch?v=JGLq4WEAWog>
- Burnley: <https://www.youtube.com/watch?v=3w3rRPltPmc>
- Chorley: <https://www.youtube.com/watch?v=IZPgNKJUQb4>
- Skelmersdale: <https://www.youtube.com/watch?v=wmnXDxD7qHo>

5. Glossary of Terms

There can be lots of confusion created when people use the same terms to mean different things. There is not yet a clear and nationally shared approach to defining the new system.

For the purposes of ensuring that developments in the system are understood locally, the following terms are used throughout and their meaning defined simply, as follows:

Healthier Lancashire and South Cumbria	The name for our partnership of NHS, local councils, voluntary sector and community organisations working together to support the 1.7 million people who live in this part of North West England.
Integrated care system (ICS)	An Integrated Care System provides strategic leadership across the whole population of the ICS. This will include overseeing a single plan covering both operational and long-term transformation priorities (building on, and aligning place-level plans), and managing financial performance against a system control total that encompasses CCGs and NHS providers. (Definition from <i>Designing Integrated Care Systems</i> , NHS England)
Integrated Care Partnerships (ICP) and Multi-specialty Community Provider (MCP)	<p>These are our five places: Pennine Lancashire, Fylde Coast, Morecambe Bay, Central Lancashire are developing as ICPs and West Lancashire is developing as an MCP. They include clusters of primary care networks, linking these to care providers such as one or more acute hospital, care homes, mental health and community providers, local government and voluntary or community organisations.</p> <p>Together, these will make a shared assessment of local need, plan how to use collective resources and join up what they offer – including beyond traditional health and care services – to make best use of overall public and community resources. (Definition from <i>Designing Integrated Care Systems</i>, NHS England)</p>
Primary Care Networks	Primary Care Networks (PCNs) are a key part of the NHS Long Term Plan which typically serve natural communities of around 30,000 to 50,000. Primary care networks build on the core of current primary care services and enable greater provision of proactive, personalised, coordinated and more integrated health and social care.
Neighbourhoods	These areas are local areas based on populations of between 30,000 and 50,000 where all aspects of NHS and Local Authority services come together with the voluntary, community organisations and local people. Examples include Fleetwood, Barrow, Burnley East or Skelmersdale. There are currently 41 neighbourhoods in Lancashire and South Cumbria.

A more detailed glossary of terms is available here: www.healthierlsc.co.uk/about/glossary.