

<b>HEALTH AND WELLBEING BOARD</b>			
Report Title	Developing a Whole System Model of Care		
Contributors	Members of the Adult Integrated Care Programme Board	Item No.	4
Class	Part 1	Date:	19 July 2016
Strategic Context	Please see body of report		

## **1. Reasons for urgency**

- 1.1 The report has not been available for 5 clear working days before the meeting and the Chair is asked to accept it as an urgent item. The report is being presented to this meeting as Health and Wellbeing Board Members will want to be aware, before their next meeting in November, of Health and Care Partners' recent decision to reshape future integration meetings to give more focus to strategic whole system issues as set out in the body of this report.

## **2. Reason for lateness**

- 2.1 The report was not available for despatch on 7 July as prior to its circulation the draft was presented for agreement by the adult integrated care programme board at its board meeting on Friday 8 July.

## **3. Purpose**

- 3.1 This report updates members of the Health and Wellbeing Board on the recent decision taken by members of the Adult Integrated Care Programme Board, to reshape future integration meetings so that more focus is given to the strategic whole system issues that will deliver the transformational change required in health and care. This report outlines the strategic areas on which initial focus will be given and also outlines the plans for improved integrated strategic communication and engagement across the system.

## **4. Recommendations**

- 4.1 Members of the Health and Wellbeing Board are asked to:
- Note the proposals to reshape future integration meetings and to note the proposed change in membership to include the Executive Director for Children's Services; and
  - Note the plans to support the coordination of strategic communication and engagement activity across Lewisham's Health and Care system.

## **5. Strategic Context**

- 5.1 The activity of the Health and Wellbeing Board is focused on delivering the strategic vision for Lewisham as established in Shaping our Future – Lewisham's Sustainable Community Strategy and in Lewisham's Health and Wellbeing Strategy.

- 5.2 The work of the Board directly contributes to *Shaping our Future's* priority outcome that communities in Lewisham should be Healthy, active and enjoyable - where people can actively participate in maintaining and improving their health and wellbeing.
- 5.3 The Health and Social Care Act 2012 placed a duty on Health and Wellbeing Boards to prepare and publish joint health and wellbeing strategies to meet the needs identified in their joint strategic needs assessments. Lewisham's Health and Wellbeing Strategy was published in 2013.
- 5.4 The Health and Social Care Act 2012 also requires Health and Wellbeing Boards to encourage persons who arrange for the provision of any health or social services in the area to work in an integrated manner, for the purpose of advancing the health and wellbeing of the area.
- 5.5 Planning guidance was published on 22 December 2015 which set out the requirement for the NHS to produce five year Sustainability and Transformation Plans (STP). These are place based, whole system plans driving the Five Year Forward View.

## **6. Whole System Model of Care**

- 6.1 Since 2014, statutory partners across health and care in Lewisham have been working together to integrate and reshape health and care services for adults in Lewisham. This work was progressed primarily through the Adult Integrated Care Programme which was established to deliver the changes required. This included establishing multi-disciplinary neighbourhood community teams, creating the Single Point of Access for social care and district nursing, developing integrated enablement services to maintain people's independence and to reduce people's length of stay in hospital, and building Connect Care, a data sharing system. The Adult Integrated Care Programme Board has acknowledged that good progress has been made in many areas in bringing together existing services, promoting multi-disciplinary working and integrating pathways.
- 6.2 During the early part of 2016, however, Lewisham's Health and Care Partners recognised that, in view of the many external drivers, programmes and plans that are currently in play - such as the SEL wide Sustainability and Transformation Plan, One Public Estate, Devolution and the Five Year Forward View - they needed to define in more detail Lewisham's strategic direction and longer term plans for transforming health and care across the system and delivering a whole system model of care. The Partners also recognised that the development of these longer term plans would need to involve, as appropriate, colleagues from Children's services.
- 6.3 Accordingly, key statutory partners with the addition of the Executive Director for Children's Services have agreed to work together on whole system transformation to inform, define and develop:
  - the future commissioning role and commissioning frameworks
  - the provider models and vehicles for the delivery of community based care
  - the estate requirements for the delivery of health and care in Lewisham, and to ensure this informs the work on One Public Estate and any Devolution asks
  - the ways of working and the skills and competencies needed within Lewisham's Health and Care workforce
  - the IT requirements that will enable partners within the system to deliver flexible, mobile and integrated care.
  - a co-ordinated communication and engagement plan

- 6.4 This work will feed into appropriate wider programme and delivery boards, such as that overseeing One Public Estate, SEL wide Sustainability and Transformation Plan, Commissioning plans and the Devolution Programme Board, and into appropriate governance structures for decision when necessary. Progress reports will be provided regularly to the Health and Wellbeing Board.

## **7. Communication and Engagement**

- 7.1 To facilitate consistent and coherent messaging to staff, residents and other stakeholders on the activity taking place or planned to deliver a whole system model of care, a joint strategic communications group has been established. Building on Lewisham's vision to deliver "a viable and sustainable health and care system", the communications group is developing a joint communication and engagement plan. The plan will align key transformation and integration activity and set out key milestones.
- 7.2 To underpin the vision, a joint overarching narrative is being developed to explain in more detail how Lewisham will achieve the vision and what changes staff and residents can expect to see. A set of key messages is being prepared which will be regularly reviewed for use by partners and stakeholders across the system in communications on health and care transformation and integration in Lewisham. The group has also been considering whether the development of an overarching brand would help to align the range of partnership activity taking place and mapping current communication channels, both external and internal.
- 7.3 The communications group has also responded to a request made by Health and Wellbeing Board members to develop a set of health and care pledges which outline what members will do to improve health and wellbeing across the borough. A set of draft pledges has been prepared and is currently being refined. The draft pledges will be circulated to Health and Wellbeing members for comment over the next month and be formally adopted at a later meeting.

## **8. Adult Integrated Care Programme**

- 8.1 The Adult Integrated Care Programme will continue to be one of the key delivery vehicles for integration activity and will oversee the activity and deliverables that have been agreed within the adult integrated care programme plan for 16/17. This specific activity includes:
- Developing the prevention and early intervention offer for adults– including improving access to information and advice to support self care and self management, and creating signposting tools and mobile apps for use across the system
  - Developing the Neighbourhood Care Networks, Neighbourhood Community Teams, multi-disciplinary working and an improved approach to risk stratification.
  - Developing a rapid response service and home ward, and a community discharge and support team as part of the non-elective pathway.
- 8.2 The activity being delivered within the Adult Integrated Care Programme sits alongside a range of other activity being delivered through other programmes and delivery vehicles. This range of activity will be captured within the joint communication and engagement plan.

## **9. Financial Implications**

- 9.1 There are no financial implications arising from this report. Any proposed activity or commitments arising from activity to support the delivery of Lewisham's vision for a

viable and sustainable health and care system will need to be agreed by the delivery organisation concerned and be subject to confirmation of resources. The funding available in future years will of course need to take account of any required savings or any other reduction in overall budgets and national NHS planning guidance.

## **10. Legal implications**

- 10.1 As part of their statutory functions, Members are required to encourage persons who arrange for the provision of any health or social services in the area to work in an integrated manner, for the purpose of advancing the health and wellbeing of the area, and to encourage persons who arrange for the provision of health-related services in its area to work closely with the Health and Wellbeing Board.
- 10.2 Where there is an integration of services and/or joint funding, then this is dealt with under an agreement under Section 75 NHS Act 2006 which sets out the governance arrangements for the delivery of services, and where relevant any delegation of functions from one party to another and the respective budget contributions of the local authority and the CCG in relation to the services.

## **11. Crime and Disorder Implications**

- 11.1 There are no specific crime and disorder implications arising from this report or its recommendations.

## **12. Equalities Implications**

- 12.1 Although there are no specific equalities implications arising from this report, Equalities Analysis will be undertaken where necessary to inform transformation plans and service redesign.

## **13. Environmental Implications**

- 13.1 There are no specific environmental implications arising from this report or its recommendations.

## **14. Conclusion**

- 14.1 This report provides an update on partnership plans to reshape future integration meetings to focus on those strategic issues which are currently most pertinent to the delivery of a viable and sustainable health and care system. It also provides detail on the activity taking place to support communication and engagement across the system. Members are invited to note the contents of the report.
- 14.2 If you have problems opening this document, please contact [stewart.snellgrove@lewisham.gov.uk](mailto:stewart.snellgrove@lewisham.gov.uk) (Phone: 020 8314 9308) or if there are any queries on the content of this report please contact [sarah.wainer@nhs.net](mailto:sarah.wainer@nhs.net) (Phone: 020 3049 1880)