

GOVERNING BODY MEETING

Date of meeting	17 July 2018	Agenda item number	11
Title of report	2030 Vision for Health and Care		
Paper Presented by:	Peter Tinson, Chief Operating Officer		
Paper prepared by:	Zakir Bhamji, Planning Support Officer		

CCG strategic objective supported by this paper: (please tick ✓)	Develop and maintain an effective organisation	✓
	Commission high quality, safe and cost effective services which reduce health inequalities and improve access to healthcare	✓
	Effectively engage patients and the public in decision making	✓
	Develop excellent partnerships which lead to improved health outcomes	<input type="checkbox"/>
	Make the best use of resources	✓

Purpose of report
<p>This report provides an update on progress against the CCG 2030 vision and transformation work at three levels; neighbourhoods, Fylde and Wyre CCG and the Fylde Coast Integrated Care Partnership (ICP).</p> <p>The structure of this paper has been revised to reflect the changing commissioning landscape as activities are increasingly being undertaken at either a neighbourhood, Fylde Coast or Lancashire and South Cumbria level.</p>
Recommendation
Members of the Governing Body are asked to note the report which is provided for information.

Please indicate which Group this has been discussed with (please tick ✓)			
Executive Management Team (EMT)	✓	Quality Improvement Governance and Engagement Committee (QIGE)	✓
Clinical Commissioning Committee (CCC)	✓	Finance and Performance Committee (F&P)	✓
Audit Committee	<input type="checkbox"/>	Remuneration Committee	<input type="checkbox"/>
Council of Members	<input type="checkbox"/>	Other/Not Applicable	<input type="checkbox"/>
Patient and Public Engagement:	Shaped the Vision and is part of the standardised commissioning process.		
Equality Impact Assessment:	Forms part of the standardised commissioning process.		
Resource Implication(s):	Forms part of standardised commissioning process.		
Are there any associated risks? If so, are the risks on the risk register? If yes, please include risk descriptor and current risk score	Forms part of the standardised commissioning process.		
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GOVERNING BODY – TUESDAY 17 JULY 2018
2030 VISION FOR HEALTH AND CARE

1. BACKGROUND

- 1.1 The priorities identified in the CCG 2030 Vision will continue to be delivered although some services may be commissioned in a different 'place'. This report provides an update on transformation work taking place in; individual neighbourhoods, Fylde and Wyre and the Fylde Coast ICP. Updates on Lancashire and South Cumbria level programmes of work will be included on an exception basis and are subject to separate governance and reporting arrangements.

2. NEIGHBOURHOOD DEVELOPMENT

2.1 Update on MCP development

The Fylde & Wyre CCG Multi-specialty Community Provider (MCP) continues to progress the priority areas of Neighbourhood Development and Disabled Funding Grant pathway improvements.

Disabled Funding Grant

Key MCP partners have focused on improving collaborative working and improved outcomes across health and wellbeing through maximising the role of Disabled Facilities Grants and the Local Authority Care and Repair service in helping to maintain independence at home and avoiding hospital admissions. People in need of Disabled Facilities Grants are not routinely referred to District Councils by health. The project works with MCP partners to address this, with strong engagement from local GP leads.

A third workshop was held in May 2018. Pathway changes were agreed and a communications and implementation strategy considered.

Disabled Grant Fund – Outcomes from workshop:

1. Pathway changes have been agreed by Fylde Borough Council, Wyre Borough Council and Lancashire County Council
2. MCP is developing a Shared Occupational Therapy Assessment Criteria to be used by all partners in Fylde and Wyre
3. Guidance notes have been developed which explain contact and procedures via a simple narrative
4. MCP is defining and determining the best ways to target stakeholders

Neighbourhood Development

Neighbourhood development workshops are being held to further shape future form and function. A workshop was held in May 2018 to discuss Neighbourhood Characteristics in line with Integrated Care System and Primary Care Network blueprints. Dialogue has commenced with Lancashire County Council regarding neighbourhood aligned public health provision.

The previous neighbourhood workshop established a baseline for neighbourhood maturity levels in Fylde and Wyre with neighbourhoods being at level one or two of the Primary Care Maturity Matrix in most areas and viewing level 3 as an aspiration. The development of the Integrated Primary and Community Care (IPCC) delivery unit and sub programmes will support clear definitions of neighbourhood teams and neighbourhood system development.

The MCP will use data gathered and qualitative feedback from sub programmes to co-design new systems with neighbourhoods.

Other developments

MCP leads are linking into the Integrated Primary and Community Care (IPCC) workstream of the Integrated Care Partnership (ICP), draft workplans for the IPCC sub-programmes were shared with the MCP Alliance Leadership Team at the June 2018 meeting.

A refresh of the MCP Alliance Agreement will take place in September 2018, particularly focusing on strengthening the deliverables and relatedly the relationships between the ICP and MCP, including risk and gain share arrangements.

2.2 Neighbourhood updates

Wyre Rural Extended Neighbourhood (WREN)

The WREN neighbourhood is now fully established after working as a shadow neighbourhood. WREN is involving all staff from practices in the neighbourhood to develop an understanding of the role and purpose of neighbourhoods, the ICP and other health bodies in the area, and will include patient participation groups in discussions. Six areas of focus for further scoping and development have been identified which include neighbourhood integrated care, referral management, prescribing and development of neighbourhood incentive initiatives.

Fleetwood Neighbourhood

Fleetwood neighbourhood has been identified as an outlier in terms of hepatitis B and C and alcohol-related liver disease. The development of a liver clinic is being scoped as a key priority.

The children and families service is working with families and children at risk of hospital admissions with a pro-active multi-disciplinary approach. The six month interim evaluation found that secondary care utilisation had significantly reduced for the twenty families that participated in the pilot. There was also positive feedback from parents; however increased GP demand was noted.

A screening programme is being sponsored by a pharmaceutical company to identify 1,000 potentially undiagnosed COPD patients in the neighbourhood. A full assessment programme will take place for those patients identified.

An oral health pilot for care home patients is being developed for delivery of proactive care as poor oral health can lead to low nutrition. One care home in Fleetwood will pilot the project with anticipated full roll-out to all five care homes if successful.

Wyre Integrated Neighbourhood (WIN)

Three areas of focus and further development have been identified. These include utilisation of digital technologies i.e. MY GP app, direct booking of physiotherapy reviews in primary care and exploration of a 'Stepping out' service with the local council. This seeks to increase public participation in the community through employment services, leisure activities, volunteering, college courses, skills acquisition and involvement in business enterprises.

Kirkham Neighbourhood

Three areas of focus and further development have been identified including a review of unwarranted secondary care follow-up appointments, a review of cardiac referrals and screening for potential stroke prevention.

Lytham, St-Anne's Neighbourhood (LSA)

Eight areas have been identified for further development. One of the main priorities for the neighbourhood is the management and improvement in the quality of referrals to Ear, Nose and throat (ENT) for which a Project Initiation Document has been developed. The neighbourhood is also considering the potential for self-management of conditions such as allergic rhinitis and a review of referral criteria for hearing loss referrals in addition to some minor conditions being treated in primary care.

The Neighbourhood are also considering working in partnership with North West Ambulance Service to develop a role for a Neighbourhood based visiting paramedic.

Wyre Council initiatives

These cover neighbourhoods within Wyre council boundaries.

Social Inclusion:

The CCG has supported Wyre Council to facilitate this initiative to connect local vulnerable residents to community assets. In particular, Wyre Council are enabled to deliver Harmony and Health singing groups at The Marine Hall in Fleetwood, at Thornton Little Theatre and a new group that is about to start in Hambleton. These groups are proving very popular with 80-100 attending Marine Hall and more than 40 at Thornton. Hambleton will start soon and a further group in Garstang is being explored. Through CCG support via the integrated Better Care Fund, Wyre Council has employed a Community Engagement Officer to support the development and population of the FYI Directory. This work has facilitated support for further development of rural friendship groups and is serving to connect vulnerable residents to local support.

Dementia Support:

With Wyre Council, the CCG has been supporting programmes to connect local residents with dementia, and their carers, to local dementia support. This has included support for the development of 'Just Reminiscing', a reminiscence project that takes place at Fleetwood Market every Friday morning. The project is an opportunity for residents to handle objects and replicas from the past and chat about memories. It involves eight newly recruited volunteers and is a new catalyst for using reminiscence and creative approaches throughout the borough in residential and community settings to support those with dementia. Each volunteer has been trained to be a dementia friend. Dementia hub sessions have been held at Memorial Park and Fleetwood Fire Station in Fleetwood. A Dementia Garden project is being coordinated for delivery at Memorial Park. Additional Dementia Friend sessions have been held.

ALL Neighbourhoods

Operated by Care and Repair (Fylde and Wyre) this service provides patients with support to enable their safe discharge from hospital and to prevent readmission. The CCG has supported enhancement of the existing service to improve response times. Staff conduct bespoke and prompt assessments of the needs of patients after discharge from hospital and refer to a number of services such as aids and adaptation services, handyperson services, home improvement agency services, housing options services, benefits advice (including support with attendance allowance and personal independence payments (PIP) in particular) and importantly, to the social prescribing service that connects people to a wide range of social support networks across the voluntary, community and faith sectors.

3. CCG TRANSFORMATION PROGRAMMES

3.1 Enhanced Health in Care Homes Framework

The NHS England Enhanced Health in Care Homes framework was released in September 2016 and Fylde & Wyre CCG and Blackpool CCG have been working collaboratively with stakeholders to co-develop and implement seven core care elements.

The seven core elements of the Enhanced Health in Care Homes model put the needs of the resident or person with care needs at the centre of any changes whilst supporting carers and families as well as those with care needs.

Acknowledging the value of the care home sector in supporting the NHS and the significant level of health care that is delivered in care homes by social care staff, Fylde & Wyre CCG is working with local government, community services, the voluntary and the care homes sector to co-design and co-deliver the new model of care required for the future. Whilst adopting a whole-system approach, focusing on quality as the driving factor for change across the Fylde Coast it is recognised that strong leadership and a sustainable workforce is a priority for the care home sector.

The CCG, at an Integrated Care System level, is working alongside NHS Health Education England, social care commissioners and local colleges and universities in joint workforce planning and co-ordinating training and development across the North West to enable all seven elements to deliver a patient-centred approach to care.

The Enhanced Health in Care Homes Framework is being delivered by the Fylde & Wyre Interim Care Home Service.

The CCG is working with Blackpool Teaching Hospital Community Services to enable the delivery of the Enhanced Health in care home model beyond March 2019.

3.2 Pharmacy Integration Fund

A medicine review forms part of the Enhanced Health in Care Homes framework. The reviews are no longer than one year apart. Each medication is reviewed according to national care homes guidance and any relevant local prescribing guidance issued by the Prescribing Committee.

The CCG is working with the care home sector to have an effective 'care home medicines policy' that aims to avoid unnecessary harm, reduce medication errors, optimise the choice and use of medicines and reduce medication waste.

Via the NHS Pharmacy Integration Fund, the CCG will expand the support provided to care homes to ensure medicines optimisation for all care home residents; including access to a clinical pharmacy team with supporting infrastructure from the Neighbourhood Care Team; whilst ensuring all elements of the Managing Medicines in Care Home NICE Guidance and Quality Standards are supported. Pharmacy professionals will work as part of a Multi-disciplinary Team to enable residents and/or their families or carers to be given the opportunity to be fully involved in decisions about their medicines.

3.3 Impartial Trusted Assessor

The new CCG Impartial Trusted Assessor Service will enable patients to transfer from hospital to an existing residential or nursing home. The trusted assessor acts as an independent representative of Care Homes, who have signed up to the scheme. Care Homes individually authorise the Impartial Trusted Assessor to carry out the assessment on their behalf in order to ensure a safe, effective, discharge for existing care home residents.

The Impartial Trusted Assessor service is funded via the Improved Better Care Fund (iBCF) to enable health and social care to collectively work together to reduce the number of delays which occur in hospital whilst waiting to return home.

3.4 Long term conditions

The CCG continues to work with Blackpool CCG and Blackpool Teaching Hospitals to redesign diabetes foot care services. The NHS England transformation funded project, led by the CCG on the Fylde Coast has enabled the creation of a specialist diabetes podiatry service.

With the community-based specialist diabetes podiatry team in place from May 2018 the project is now focusing on bolstering multi-disciplinary team input into the inpatient and outpatient settings. From July 2018 a vascular surgeon will formally input to both, via a service level agreement with Lancashire Teaching Hospitals. Orthopaedics input is currently being scoped.

Blackpool CCG continues to lead the Fylde Coast diabetes inpatient care improvement project, also supported by NHS England transformation funding. Three nurses have been recruited in development roles to “grow our own” diabetes specialist nurses. It is anticipated that the initial elements of their development will be completed in September 2018 at which point there will be additional capacity for specialist diabetes inpatient care.

3.5 Technology innovation test bed

A feedback session was held on 28 June 2018 for partners, patients, innovators and commissioners to present the findings of the formal evaluation. The session was led by Lancaster University Centre for Aging Research, the evaluation partners in the TestBed. The final report will be circulated once it has been formally signed off on 13 July 2018.

NHS England has yet to formally announce the wave 1.5 programme. This is now expected on 5 July 2018 as part of the NHSE 70 celebrations

The programme team are liaising with NHSE to formalise the wave 1.5 memorandum of understanding. The CCG is supporting this work developing a business as usual delivery model and associated business case for using a combination of technology to support people to manage their long-term conditions. Work to identify which teams will take part in wave 1.5 in the Fylde Coast has begun.

3.6 **Healthy new town**

The CCG and Blackpool CCG are working collaboratively to identify and develop innovative health provision. A community asset map has been produced which identifies a number of local housing developments across the Fylde coast. Following communications with local general practice to identify capacity, a number of options have been developed to support the growth in population alongside the needs of the healthy new town. To further support progression, a communications plan will be developed to focus on patient engagement and other local stakeholders.

A presentation will be shared at a joint Primary Care Commissioning Committee Meeting (Fylde and Wyre CCG and Blackpool CCG) on 17 July 2018 outlining the recommendations for securing health provision and next steps.

3.7 **Increased support locally for children and young people with emotional wellbeing and mental health needs.**

In Fylde and Wyre the multi- agency partnership group works to transform services so that more children and young people can access support in line with the national access target. Locally, including our voluntary sector provision, we achieved an access rate of over 40% against a target of 30%. Specific support for children and young people who identify as Lesbian, gay, bi-sexual, transgender and queer (LGBTQ) has been secured in recognition of their increased emotional wellbeing and mental health needs. This includes peer to peer and 1 to 1 support. In February 2018 over 100 people attended a local LGBTQ+ Festival, where 70% of those who attended reported increased self-confidence. Other provision includes increased support for those who self-harm, access to counselling and school based support in 6 local high schools across the area.

3.8 **High level savings plan update**

The 2018/19 CCG QIPP target is £10.8m.

Task and finish groups have developed plans to deliver £2.5m (24%) via savings schemes and a further £4.4m (41%) will be delivered via non-recurrent transactional opportunities. In total £7m is expected to be delivered by CCG schemes.

The remaining £4m (35%) is expected to be delivered by the Fylde Coast Integrated Care Partnership (ICP). The Effective Use of Resources (EUR), senior responsible officer has written to all ICP delivery units to set a notional savings target and notify them of opportunities based on existing Trust and CCG savings schemes. All ICP delivery partners are expected to develop plans to deliver these opportunities in-year and through 2019/20.

All plans continue to be regularly monitored via focused bi-weekly savings challenge sessions with the Executive Management Team.

4. **FYLDE COAST ICP TRANSFORMATION**

4.1 **General update**

The transformation programmes within the Fylde Coast Integrated Care Partnership (ICP) have been structured into four delivery units: Integrated Primary and Community Care (IPCC), Planned Care, Urgent & Emergency Care and Corporate Services.

The overarching scope for these transformational delivery units has been agreed as 'developing the vision for the future provision of clinical services', and to deliver this vision, ensuring that it encompasses the priorities of the Fylde Coast ICP Memorandum of Understanding and the agreed local priorities.

Progress is being made in the development of each of the delivery units, with governance and leadership structures in place for each of the three clinical units, and development is continuing with each of the individual work programmes that encompass the Corporate Services unit.

The Fylde Coast ICP Development team are working with each of the delivery units to support the further development of the structures and work programmes, including the development of detailed transformation plans. Cross checks are also being done across the delivery units to identify and manage any areas of overlap between them and to help to agree where the area of overlap would best sit. In addition to managing the overlap between the Fylde Coast programmes of work, any crossover and links to the Lancashire & South Cumbria ICS work programmes are also being identified and incorporated into plans.

4.2 **Integrated Primary & Community Care**

The Integrated Primary and Community Care delivery unit has established an overarching governance structure with the monthly Steering Group meetings and membership in place. The programme of work has been divided into six supporting workstreams, which will help to deliver the transformation required in the out of hospital setting. The six workstreams are:

- Neighbourhood Care Teams
- Reablement, Rehabilitation, Long Term Conditions and Frailty
- Primary Care Redesign and Tier 2
- Empowering People and Communities
- Mental Health Redesign
- Neighbourhood and System Development
- Strategy Development

Programme and clinical leads have been identified for each workstream along with the support teams who will help to deliver the work. Each workstream has scoped out their draft priorities and delivery place plans; which were presented and tested at the IPCC Check and Challenge session in May 2018. The teams were given a stretch challenge to ensure that the plans are ambitious enough to drive the required transformation whilst ensuring that there is alignment between the separate work programmes and national and local priorities can be delivered.

Engagement is being undertaken to capture feedback on the draft delivery plans, which will be used to support the refinement and development of the detailed plans.

4.3 **Planned care**

The Planned Care delivery unit has established an overarching governance structure with the monthly Steering Group meetings and membership in place. Members of the Steering Group have held workshops to review the scope and priorities for the delivery unit, and these have been worked through and assigned to supporting work programmes. The work has been split into the four following sub work programmes:

- Referral Management and Outpatient Services
- Patient Flow and Theatres
- Cancer
- Service Development

Some of these areas have existing work programmes and structures in place, for example the Fylde Coast Cancer Steering Group has a well-developed programme of work in place to deliver the national and local Cancer targets and priorities. Blackpool Teaching Hospital Trust also already has an Outpatient Steering Group in place with a programme of work identified to help review the delivery of outpatient services. The focus for these areas is to ensure that the programmes are aligned with the integrated Fylde Coast priorities and strategies, and where necessary are expanded to ensure that they cover the whole system.

Where new areas of work have been identified, clinical and programme leads have been identified and they have started to develop the draft plans and programmes of work for these areas. Task and finish groups have been established to progress the work.

Similar to IPCC, draft work plans have been developed and are now being refined and agreed following wider engagement.

4.4 **Urgent & Emergency care**

A number of existing groups and work programmes in relation to Urgent & Emergency Care have already been in place across the Fylde Coast, therefore the initial emphasis has been to transition these groups and strands of work into the Fylde Coast ICP delivery unit, and to ensure that all work and plans are whole system focused.

Governance and leadership structures are in place for the delivery unit, with the monthly Fylde Coast A&E Delivery Board taking the role of the overarching steering group meeting. The delivery unit are aligning their work programme structure with the Trust's Better Care Now programme, which had already been established to focus on transformation within Urgent & Emergency Care. This structure splits the work in to three sub work programmes:

- Admission Avoidance (including prevention)
- Care and Treatment
- Return to Home

The next steps are to identify the programme support required, and ensure that this is sourced from across the system. There will also be a review of the existing support groups to ensure that they are fully aligned with the three sub groups and that they have a whole system focus. The transformation and delivery plans are also being finalised for each of the work programmes.

4.5 **Corporate Services**

Focus to date has been on the development of the individual work programmes that make up the corporate services unit, with a number of these areas having been established as Fylde Coast work programmes for some time.

The following work programmes have been established:

- Business Intelligence
- Communications
- Effective Use of Resources
- Estates
- Information Technology
- Organisational Development
- Workforce

Each supporting work programme has developed work plans to deliver the Fylde Coast strategy for their particular area and these are presented to the Fylde Coast Executive Strategy Group on a monthly basis to update on progress.

The leads for these enabling work programmes have also been working closely with the leads for the clinical delivery units and sub work programmes to draw out the support required to help deliver the clinical transformation plans. This work is ongoing, and as the transformation plans for the clinical units are further developed and finalised, the areas of support required will be more explicitly known and built into the enabling work plans.

5. RECOMMENDATION

Members of the Governing Body are asked to note the report which is provided for information.

Peter Tinson, Chief Operating Officer