

GOVERNING BODY MEETING

Date of meeting	22 November 2016	Agenda item number	12
Title of report	2030 Vision for Health and Care		
Paper Presented by:	Peter Tinson, Chief Operating Officer		
Paper prepared by:	Pippa Hulme, Senior Planning & Performance Manager		

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
This report provides an integrated update on New Models of Care, Neighbourhoods and other commissioning projects via the Programme Management Office update.
Recommendation
Members of the Governing Body are asked to receive the report, provide any feedback and endorse the direction and pace of the work being undertaken.

Please indicate which Group this has been discussed with (please tick ✓)			
Executive Management Team (EMT)	<input checked="" type="checkbox"/>	Quality Improvement Governance and Engagement Committee (QIGE)	<input checked="" type="checkbox"/>
Clinical Commissioning Committee (CCC)	<input checked="" type="checkbox"/>	Finance and Performance Committee (F&P)	<input checked="" type="checkbox"/>
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):	Refer to Vanguard value proposition and forms part of standardised commissioning process.		
For further information please contact:	Peter Tinson, Chief Operating Officer		

GOVERNING BODY – TUESDAY 22 NOVEMBER 2016
2030 VISION FOR HEALTH AND CARE

1. BACKGROUND

- 1.1 This report provides an integrated update on New Models of Care and other commissioning projects via the Programme Management Office update.

2. NEW MODELS OF CARE

2.1 NMoC Implementation Plan

The overarching Fylde Coast Implementation plan, and the individual workstream plans are reviewed and updated on a monthly basis to reflect current activities and progress.

The NHS England Quarter 2 Vanguard review is arranged for Wednesday 16 November and we will be visited by representatives of the national team, who will be reviewing our quarterly progress.

We continue to monitor progress against the key milestones and initiate actions to ensure their timely delivery. Only one milestone is undelivered at Q2 but this does not impact the delivery of the Vanguard programme as a whole. All other Q2 milestones are either 'GREEN - delivered to plan' or 'AMBER - beyond plan but recoverable'.

2.2 Value Proposition 3

We have now received the templates and process requirements for the submission of our third Value Proposition to the national Vanguard Team, which is to be submitted by midday on 24 November 2016. We have been told to anticipate a decision by mid-December 2016. Work is already underway to pull the documentation and financial requirements together and this will be presented to the next Fylde Coast Strategic Partnership Board for approval.

2.3 Review of Service Model Assumptions

Work is concluding to review the original service model assumptions in respect of the impact of the Extensive Care Service (ECS) on patient outcomes and usage of acute services. This review will help us to validate the original assumptions about ECS, to ensure the service is being targeted at the most appropriate patient cohort and will provide assurance about the potential for the NMoC to deliver the forecast return on investment in the future. This information will also be included within the Value Proposition submission as it will shape targeting and delivery in 2017/18.

2.4 Extensive Care Service (ECS)

As of the end of October 2016 the service had received 1,494 referrals in total, of which 592 were for Fylde and Wyre patients (366 - Lytham neighbourhood, 266 - Poulton neighbourhood). The service is now open to all Fylde Coast practices and Fleetwood practices (the last to join) have been able to refer to the service since 17 October.

CCG staff continue to link directly with practices to promote the use of Extensive Care and all Fylde and Wyre practices are now referring to the service. Work has begun to develop referral trajectories for each practice which will balance referrals against capacity for new cases and avoid the creation of a waiting list.

The Vanguard Delivery Group continues to oversee the progress in addressing issues identified on a fortnightly basis.

2.5 Neighbourhood Care Teams (NCT) / Enhanced Primary Care (EPC)

Key Achievements/activities since last report:

- 2.5.1 The Fylde EPC neighbourhood team commenced work on 17 October. The team are now based in the Derby Road office in Wesham and from this site will support both the Lytham and Kirkham neighbourhoods. Lessons from the Kirkham neighbourhood early adopter site have informed the processes being used by the service. Recruitment continues for the remaining Fylde and Wyre posts and it is hoped that the Wyre team will be recruited to and able to start work in the New Year.
- 2.5.2 Estates plans have been worked up to enable a neighbourhood presence in each of the four neighbourhoods but lead in times will mean that not all sites will be available from the outset of the service.
- 2.5.3 The communications and engagement plan for EPC is well underway with regular communications to primary and community care services updating them on the availability of the service and appropriate referrals etc.

2.6 Episodic Care

Key Achievements/activities since last report:

- 2.6.1 Nineteen pharmacies are now delivering the Pharmacy+ Clinic scheme and twenty three of thirty six pharmacies in Fylde and Wyre have signed up to deliver the service. The majority of those pharmacies not yet delivering are experiencing pressures due to flu and meningitis vaccinations and therefore have postponed the start date. Significant progress has been made to encourage uptake and commence delivery through visits to pharmacies.
- 2.6.2 A support and information event for pharmacies is arranged for 24 November 2016 to continue to encourage take-up and delivery.
- 2.6.3 Lancaster University will evaluate the direct GP bookable appointments at the same day health centre project which commenced in December 2015. A formal evaluation report will be submitted to the Clinical Commissioning Committee in February 2017.
- 2.6.4 The Fleetwood Prime Minister's Challenge Fund project ceased on 30 September 2016 and the Clinical Commissioning Committee received a full evaluation in October 2016 completed by Lancaster University. NHS England will continue to fund the federation directly for GP Extended Access and the Mental Health worker post until March 2017. Funding will be transferred back to the CCG following the interim period and provision will be considered as part of development of Primary Urgent Care services.
- 2.6.5 The Clinical Commissioning Committee agreed an interim pilot proposal to the end of March 2017 for a GP Extended Access service. The service will be based at Freckleton Health Centre and will initially offer appointments on a Tuesday evening and a Saturday with a minimum of two staff offering between 19-25 hours of consultation per week. A public engagement exercise is being conducted to gauge the public's view as to the times and days they would most likely access GP services. This will be considered and extended access will be offered at the most appropriate times and days. The service is planned for implementation in December 2016 subject to successful systems testing scheduled on 21 November 2016 and will be funded by NHSE.

3. Multi-speciality Community Provider (MCP)

- 3.1 There is an increasing focus on the design and implementation of the Fylde and Wyre Multi-speciality Community Provider ([Further detail here - yourcareourpriority.nhs.uk/mcp](http://yourcareourpriority.nhs.uk/mcp)), it is planned to commence the phased mobilisation in April 2017.

3.1.1 National Work

The Fylde Coast Vanguard is one of a small number of Vanguards heavily involved in 'accelerated' national work regarding MCP organisational form, contracting, payment and procurement arrangements. NHSE published the MCP Emerging Care model and Contract Framework in July 2016 and invited vanguards to submit comments by 2 September 2016. The MCP contract and other associated documentation were expected to be published in the Autumn but this is now likely to be delayed until December 2016.

3.1.2 Local Work

The CCG has engaged with practices to determine the scope and phasing of services to be included in the MCP.

The CCG has held engagement events with major stakeholders during October and November 2016 to share the development journey and thinking to date, to discuss some of the key activities required to deliver an MCP and to agree how best to continue to engage. The outcome of the engagement events will support and inform the wider stakeholder engagement and workshop events which will be held during December 2016 and January 2017.

A Governing Body Development session was held on 15 November 2016 to discuss the participation options for developing an MCP; participation options have previously been discussed and the output was shared with neighbourhood who have also been asked to confirm their view.

Proposed governance and shadow leadership arrangements are currently being developed for discussion and agreement.

3.1.3 Roadmap

In October 2016 we completed a detailed roadmap for the Fylde and Wyre MCP and overarching future Fylde Coast Accountable Care System. It details how the organisation's vision will be delivered and will provide a framework upon which engagement with partners can be undertaken. It includes information on the end state, milestones, risks and interdependencies.

Following confirmation from each neighbourhood and discussion regarding MCP participation options, work will be undertaken to localise the roadmap and translate into a detail project plan.

3.1.4 Support

MCP system development is being co-ordinated and facilitated by the CCG's Transformation and Planning Team.

4. Lancashire and Cumbria Alliance Innovation Test Bed (LCIA)

- 4.1 Significant progress has been made since the last update and the first patients have been recruited to the project. Some kit, namely Speakset which allows video calls between clinician and patient as well as patient to family and carer to carer to provide support, has been installed in two patients' homes. This is part of cohort 4 which looks specifically at people with a mild to moderate dementia diagnosis. In terms of cohorts, the Test Bed is divided into four cohorts with cohorts 1 to 3 looking at long term conditions such as Chronic Obstructive Pulmonary Disorder (COPD) and heart failure.
- 4.2 The LCIA Project Team is working closely with the Fylde Coast vanguard to ensure everything is in place with a view to recruiting patients to the remaining cohorts in the next couple of months. A Live Test training session is taking place with members of staff from the Extensive Care Service team on 16 and 17 November which will equip them with the knowledge in using the Philips Motiva equipment; this helps to monitor a patient's weight, blood pressure and oxygen levels.
- 4.3 The Test Bed team continues to take the Front Room on Tour! to different events, having attended the Fylde Coast Annual Meeting and recently taken part in a Memory Assessment Service (MAS) event in Fleetwood. A further event with the MAS team is scheduled to take place on Wednesday 23 November between 2pm and 5pm at Lytham Primary Care Centre. The team now has offices in Derby Road, Wesham and here you can find the mock up front room when it's not on tour.
- 4.4 Finally, the Test Bed will be hosting the next quarterly meeting in December. This provides an opportunity for all Test Beds to come together, network and share learning so far. The LCIA will be presenting on their journey to date, progress and any challenges and how they were overcome. This is a great opportunity to really showcase the excellent work that has been achieved thus far by all partners, and demonstrate the power of collaborative working.

5. Whyndyke Garden Village (WGV) Healthy New Town

- 5.1 The local partnership continues to work together to develop the vision and masterplan for WGV during the first phase of this NHS England initiative. The Partnership Agreement has now been signed off by most partners including FWCCG and colleagues continue to be engaged in different elements of the programme including engagement and estates.
- 5.2 A task and finish group have developed plans for the work stream to encourage physical activity. A workshop took place with Housing Providers to engage them and to support the development of a design guide for homes for life-long living. A meeting also took place in October with academics from across all faculties at Lancaster University (LU) to support sharing expertise and to establish ongoing links with LU Health Innovation Development.
- 5.3 A meeting involving Fylde and Wyre CCG Estates and Commissioning Managers and Blackpool Clinical Commissioning Group took place regarding the health facilities needed at WGV and how this will be funded. The scheme is currently in the funding list for the Estates and Technology Transformation Fund and further discussions continue.
- 5.4 The Project Manager attended FWCCG Clinical Commissioning Committee in November to provide an update including progress and some of the challenges and risks were discussed.
- 5.5 The next Board meeting in November will be followed by a workshop with NHS England to start developing a logic model for the initiative. This will set out the inputs, activities and outcomes to be achieved to support longer term planning for evaluation of the development.

6. Aligning Initiatives

- 6.1 The CCG's Chief Clinical Officer and Chief Operating Officer have been invited to attend a workshop with NHS England at Lancaster University in December. Information will be shared on Fylde Coast Vanguard, alongside the Test Bed and Healthy New Town NHE England initiatives, as well as LU's Health Innovation Development. Local challenges will be raised and ideas shared to further align the initiatives.

7. ACHIEVEMENTS – OTHER PROGRAMME AREAS

- 7.1 The following services went live in September 2016:

7.1.1 *The musculoskeletal service expansion*

This expansion will allow the MSK service to act as a single point of access for all referrals by general practitioners for patients with musculoskeletal and orthopaedic conditions referred.

7.1.2 *The Level 2 Paediatric Continence Service*

The service is being delivered jointly with Blackpool CCG, Monday to Friday at multiple sites across Blackpool and Fylde and Wyre. This service will address the current inequity of service provision to children in Fylde and Wyre and reduce A&E attendances and outpatient appointments.

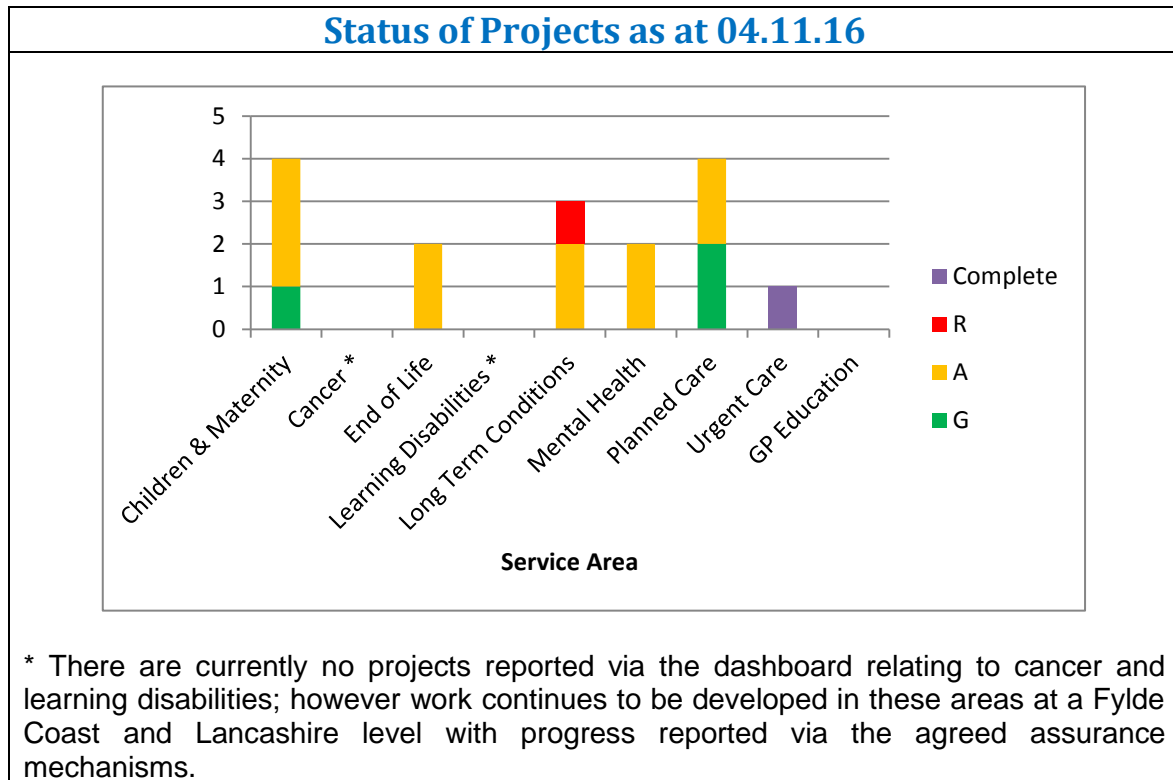
- 7.2 The new community dermatology tier 2 service went live in October 2016. The service will provide a single point of access for all dermatology referrals, signposting and a 'triage and treat' intermediate service based in the community. The service will deliver care closer to patients' homes and will aim to enhance patient experience by offering greater choice of provider.
- 7.3 The productivity gains associated with the MSK expansion, dermatology and paediatric continence will be monitored monthly through the effective use of resources dashboard, with a formal evaluation of the services scheduled for submission to the Clinical Commissioning Committee in 2017.
- 7.4 The service review and future redesign proposal for IAPT services was agreed by the Clinical Commissioning Committee in October 16. The committee agreed to collaboratively work with Lancashire Care Foundation Trust, Blackburn and other associate CCG's to develop a decommissioning timetable for provision in Fylde and Wyre which moves towards local integrated delivery on a neighbourhood footprint.
- 7.5 The Paediatric Community LD team went live in October 2016. This service will support children and young people aged 0-18 with a moderate to severe Learning Disability who present with behaviours that challenge and/or mental health issues, whose needs cannot be met by existing services. The service will provide comprehensive assessment and intervention, sensory preferences, medication initiation and monitoring and evidence based parenting courses, such as Riding the Rapids.

8. 2016/17 COMMISSIONING INTENTIONS RISK REVIEW PROCESS

- 8.1 As part of the commissioning intentions process for 2016/17 all proposals that were not supported as part of the financial pipeline assurance process undertaken earlier in the year, have been risk assessed. Eleven proposals were assessed, of which seven are very low risks, three are low risk and one is medium risk.
- 8.2 The risk rated medium is in respect of a proposal for joint funding of the maternity health liaison committee chair. In not supporting the proposal to fund the independent chair, the guidance on patient-led maternity health liaison committees will not be met. The committee continues to operate however, it is currently professionally led by a Blackpool Council colleague. Other avenues to fund this post are being scoped.
- 8.3 In consideration of the mitigating actions that have been put in place all other risks have a residual risk score in the very low to low category and therefore are not significant for governing body awareness.

9. OVERVIEW STATUS OF PROJECTS

- 9.1 The dashboard currently represents 15 “live” projects that support the delivery of the 5 year plan.
- 9.2 The Executive Management Team in September agreed to postpone the mental health local implementation project until there is further understanding as to the scope of work required at a local Fylde and Wyre level. This will be informed by developments at a pan-Lancashire STP level and Fylde Coast LDP level.
- 9.3 The Clinical Commissioning Committee ratified the removal of the IV Therapy project from PMO dashboard and savings dashboard reporting. The project was discussed through the executive management team meeting and it was agreed that the focus of further service development would be on increasing current utilisation and executive level clinical discussion will be undertaken to progress this, and any further scope for additional savings will not be pursued at this stage. It was noted that whilst utilisation rates are lower than planned, the service provides value for money and significant benefits for patients avoiding lengthy hospital stays and consequently avoiding further potential cost pressure on the system.
- 9.4 The following table indicates the RAG status by service area of live projects currently reported via the dashboard as at 4th November 2016. The Programme Dashboard which contains more detail regarding individual projects has not been included but is available on request from the Programme Management Office.



- 9.5 There is currently one RED rated project for Governing Body awareness.
- 9.6 The diabetes services review project – diabetes integrated community service development is rated RED. The pilot was originally planned to be implemented in September 2016. The target was revised to October 2016 in response to issues relating to a 6 week transfer process for appointments which was not originally indicated by the Provider. The October deadline was subsequently not achieved although direct executive support was acquired to expedite the process. The pilot commenced from 15 November 2016 and the RAG rating will be re-assessed as appropriate in the next update to the Governing Body.
- 9.7 The Amber and Green projects are progressing with no significant issues to be raised for Governing Body attention. The Executive Management Team reviews these projects on a bi-weekly basis and monitors any blockages and actions at an operational level with the Clinical Commissioning Committee reviewing monthly and other Committees reviewing on a quarterly basis.

10. RECOMMENDATION

- 10.1 Members of the Governing Body are asked to note the report and approve the direction of travel.

Peter Tinson, Chief Operating Officer
Pippa Hulme, Senior Planning and Performance Manager