

SUMMARY REPORT	
Transformation Board Meeting in Public	19 December 2017
	Item: 04a 04b
Title of report	System Transformation: Developing an integrated system
SRO	ACS: Judith Dean, System Transformation Director New Model for Integrated Community Based Care: Jackie Pendleton, Chief Officer, NHS Kernow
Author(s)	Nick Hayden, SOF Head of PMO
Purpose of report	This report provides an update on the progress and forward plan in relation to the transformation programmes to develop: <ul style="list-style-type: none"> • An Accountable Care System • The new model for integrated community based care
Recommendation	The Transformation Board is asked to note the progress made and endorse the forward plan for the development of: <ul style="list-style-type: none"> • An Accountable Care System • The new model for integrated community based care
Engagement and Consultation Undertaken to Date	The arrangements were approved at the November Portfolio Board earlier this month.

Executive Summary

Establishment of an Accountable Care System

Through the development of Shaping Our Future, the health and social care leaders in Cornwall and the Isles of Scilly (CIOS) have agreed, subject to the relevant approvals, to develop one Accountable Care System for the county by 2019, comprising an integrated strategic commissioner for health and social care and a network of providers with a single leadership team.

The supporting presentation sets out the progress made and the roadmap and key tasks required to move the system into a shadow working arrangement by April 2018 to test the concept and review / refine the approach prior to formalising changes to organisational form.

As part of the shift towards 'system first', chief officers have agreed key system roles, as set out on slide 3.

New model for integrated community based care

The model of care programme includes both planning and implementation in parallel. Some elements of the programme can be implemented now for impact in 2018/19. Other parts of the programme, in particular the review of how urgent care needs are met in the community and the future model for re-ablement, rehabilitation and recovery, are subject to the co-production process in train.

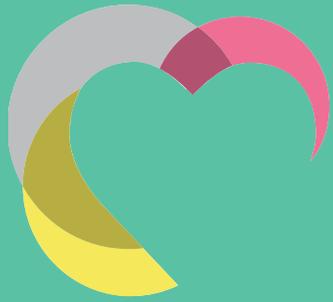
Whilst some good progress has been made both planning and implementation has so far been slower than originally expected because no element of the programme has been fully resourced. There has been a high reliance on stretched operational resources to lead transformation. Operational pressures have taken priority.

A revised critical path for development of the model of care is set out in the supporting presentation. Initial elements of the critical path for implementation at pace have also been identified.

The Transformation Board is asked to note the progress made and endorse the forward plan for the development of:

- An Accountable Care System
- The new model for integrated community based care

Interdependencies with other work streams (where relevant)	The development of the future model for integrated care in the community and the development of the ACS are interdependent on each other. The construct of the ACS must be in service of the future model of care for Cornwall and the Isles of Scilly and in turn the ACS must enable the future model of care to be delivered.
Financial implications	Budget is available to recruit the additional capacity required to deliver the programme of work
Key Risks	Without dedicated capacity the critical path for the model of care will result in further slippage. The System Leader for this work is currently reviewing how the available resources are best prioritised to mitigate this risk.
Sources of evidence in support of proposals	N/A
Equality and Diversity Statement	As the designs for both the future model of care and the ACS are developed in more detail as outlined in the critical path, detailed impact assessments will be undertaken.
Communications requirements	Robust and inclusive communications and engagement are integral to ensuring stakeholders are engaged in the development of both the ACS and the future model of integrated care in the community.



SHAPING OUR FUTURE

Cornwall and The Isles of Scilly
Health and Social Care Partnership

Developing an Integrated System

Developing an Integrated System for CIOS

ACS Element	Progress update
Accountable Care System Leadership	<ul style="list-style-type: none"> • Local NHS and Council COs taking system leadership roles • System priorities agreed, and system governance reviewed Nov 2017, includes System Assurance Group to oversee management of quality, performance and financial recovery, independently chaired. • Critical path for shadow ACS approved • ACS Accord approved and ready for signing by key partners • Use of 18/19 shadow working to test concept, review and refine plans agreed • ACS stakeholder events facilitated by Sir Neil McKay held May & Oct 2017 • King’s Fund System Leadership event Nov 2017 attended by 120 local leaders
Integrated Strategic Commissioning (ISC)	<ul style="list-style-type: none"> • ToR and workplan in place for Shadow ISC Board – first meeting Dec 2017 • Significant in year progress on joint commissioning intentions between Council and CCG, e.g. domiciliary care and care homes, pooled budgets, etc • Inquiry days for OSC members taking place across Dec and Jan • Business case for ISC going to council and CCG – Feb 2018 • Plan on track for ISC shadow working with a single system leader in place from April 2018
Accountable Care Partnership (ACP)	<ul style="list-style-type: none"> • ToR and workplan in place for Shadow Accountable Care Partnership Board – first meeting Dec 2017 • ACP service configuration options appraisal commenced • Director of Adult Social Care and Health Integration appointment – Dec 2017 • Plan on track for ACP shadow working with a single system leader in place from April 2018 • Strengthened Primary Care involvement in ACP development • New integrated 111/OOH service went live 30 November 2017 • Critical pathway for developing new model of out of hospital care approved Nov 2017, with some schemes able to progress at pace in year • Consultation on new model for place, based, integrated community model of care (including UTCs and out of acute beds) for consultation September 2018 • Approval of single system wide care plan by April 2018

System Leadership

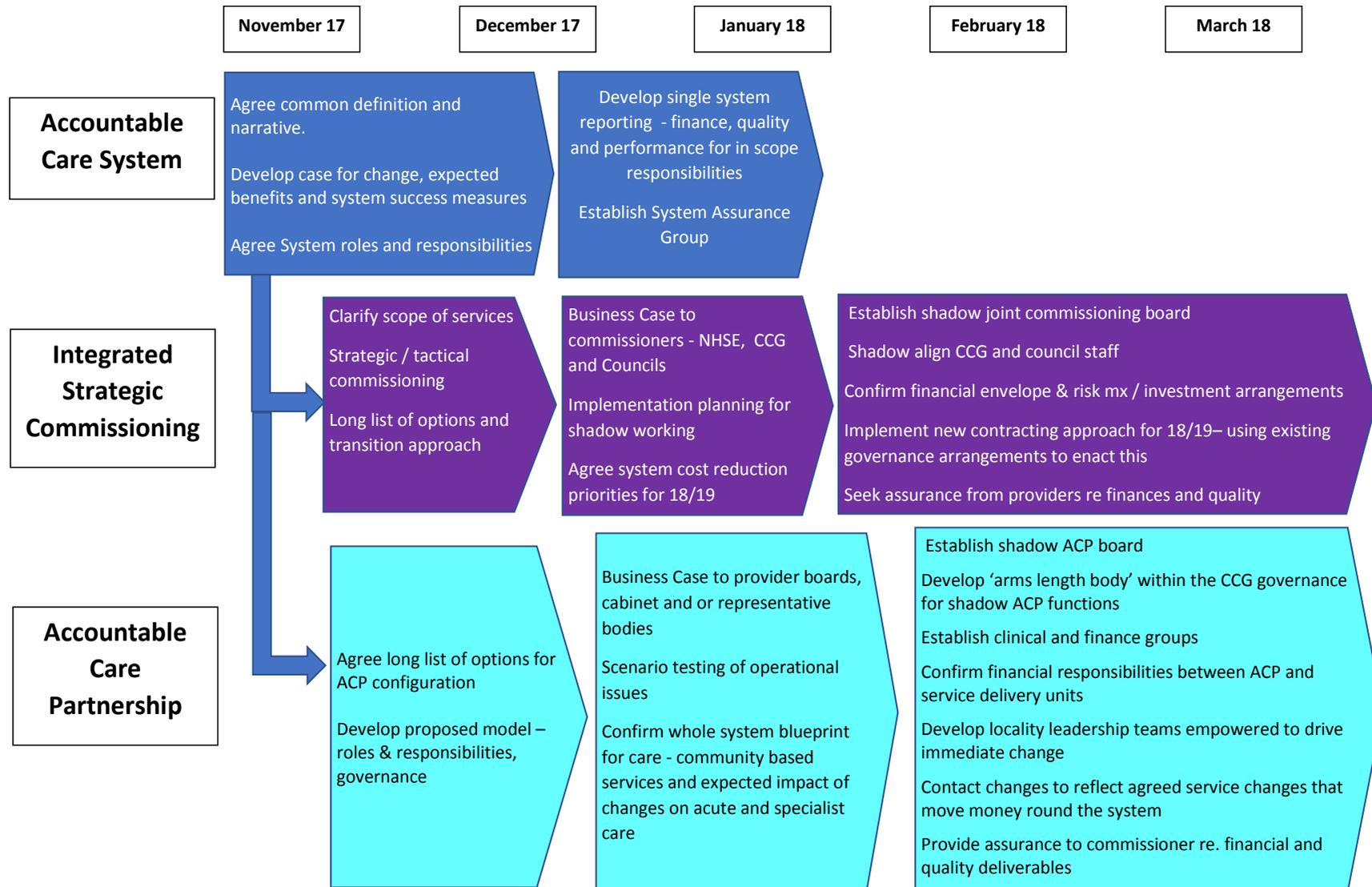


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ACS element	Outline objectives	System CEO Lead
Accountable Care System	<ul style="list-style-type: none"> • System level spokesperson and contact for national leadership bodies • Oversee and hold partners to account for the delivery of in year improvements e.g. ED, DTOC, quality and financial control totals • Oversight of medium term planning for financial recovery and planning 	Kathy Byrne
Strategic Commissioning Function	<ul style="list-style-type: none"> • Develop and implement an integrated strategic commissioning function • Develop a place based strategy and outcomes framework • Develop links with neighbouring strategic commissioners • Oversee procurement process for new service models • Accountability for securing quality, delivering value, setting medium term financial envelope and holding account providers for operating within the agreed financial envelope • Build and maintain neighbouring strategic commissioners relationships 	Kate Kennally
Accountable Care Partnership	<ul style="list-style-type: none"> • Oversee prioritisation and implementation of whole system plan proposals to ensure coordinated approach to developing place based delivery of care • Monitor and manage performance and plans – activity, quality and finance. • Hold partners to account to manage and mitigate risks and underperformance 	Kathy Byrne
Integrated services organised and delivered in a community setting	<ul style="list-style-type: none"> • Care model and business model development for community based services – including community hospitals, MIUs and UTC • Responsible for engaging primary, secondary care and mental health clinicians and care professionals in both care model and business model development 	Jackie Pendleton
Services organised / delivered on a Cornwall-wide (or wider) basis	<ul style="list-style-type: none"> • Care model and business model development for services organised / delivered on a Cornwall-wide (or wider) basis e.g. specialised / vulnerable services, Derriford links and those requiring specialist facilities, resource or staff • Responsible for engaging clinicians in both care model and business model development • Oversight of improved day to day partnership working between organisations and realisation of benefits • Realise benefits of economies of scale through shared corporate services 	Phil Confue

Critical Path for the development of CIOS Shadow ACS



Integrated System Key Milestones

- Joint Strategic Commissioning Intentions for 18/19 – December 2017
- Scrutiny inquiry days looking at ISC during December and January
- Revised system governance in place – January 2018
- Business cases to determine preferred ISC options and preferred ACP configuration option – February 2018
- Strategic case for devolution – February 2018
- 3 yr financial plan approved by Boards and Regulators March 2018
- Shadow working arrangements for ISC and ACP, with single system leaders, in place – 1st April 2018
- Gateway 1, proposed June 2018 – review and refinement of working arrangements
- Gateway 2, proposed September 2018 – review working arrangements and move to full business case development and implementation planning, if gateway criteria are met
- New organisational form arrangements in place by 1st April 2019

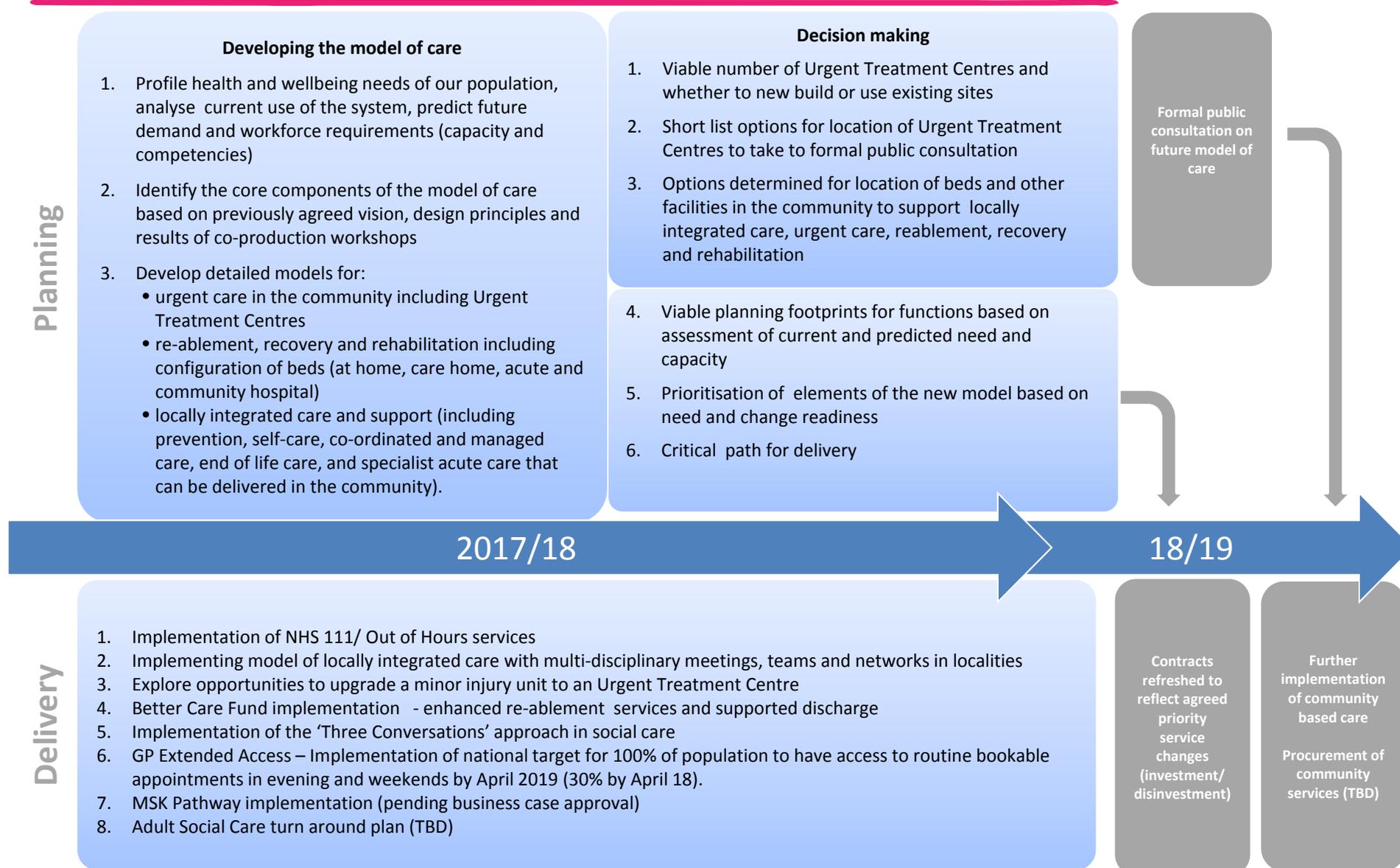
Transforming our model of care – progress



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- Working in localities to develop options on configuration of place based services including configuration of bed capacity.
 - Localities trialing elements of the new model of care e.g. multi-disciplinary teams working at scale across a cluster of GP Practices - 70% of practices are part of the Primary Care Home, one of the biggest inclusions in England
 - NHS 111/OOH – new integrated urgent care service started 30 November 2017.
 - Strategic case for Devolution in development and setting out how a partnership with government can help unlock our transformation plans
 - MSK business case developed – 1st definitive new model of care & savings case
 - Our most vulnerable GP practices identified and primary care investment providing targeted support
 - Diabetes prevention programme implemented
 - Five Year Forward View : Delivery Plan developed for Mental Health, and good progress in relation to delivery for GPs, Urgent and Emergency Care and Cancer.



Model of care - programme of work



Key dates and decision points



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Cornwall and The Isles of Scilly
Health and Social Care Partnership

Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Planning							
Resources mobilised Social care turnaround plan	Shared narrative describing how people will experience care in the future Options described for GP extended access	Analysis, modelling and site reviews	Viable number of UTCs and assessment of sites; numbers and type of beds Wave 3 co-production	Develop Options for location of beds & UTCs	Wave 4 co-production Assessment completed of workforce capacity & competencies for new model		Pre consultation business case ready for local sign off

Resources mobilised	111/OOH contract mobilised				GP extended access implemented for 50% of population		
<p>Localities trialling elements of the new model of care e.g. multi-disciplinary teams working at scale across a cluster of GP Practices; care co-ordinators; group clinics as part of social prescribing; connecting people with their communities</p>							