

<b>NHS Cumbria CCG Governing Body</b>	<b>Agenda Item</b>
<b>1 April 2015</b>	<b>11</b>

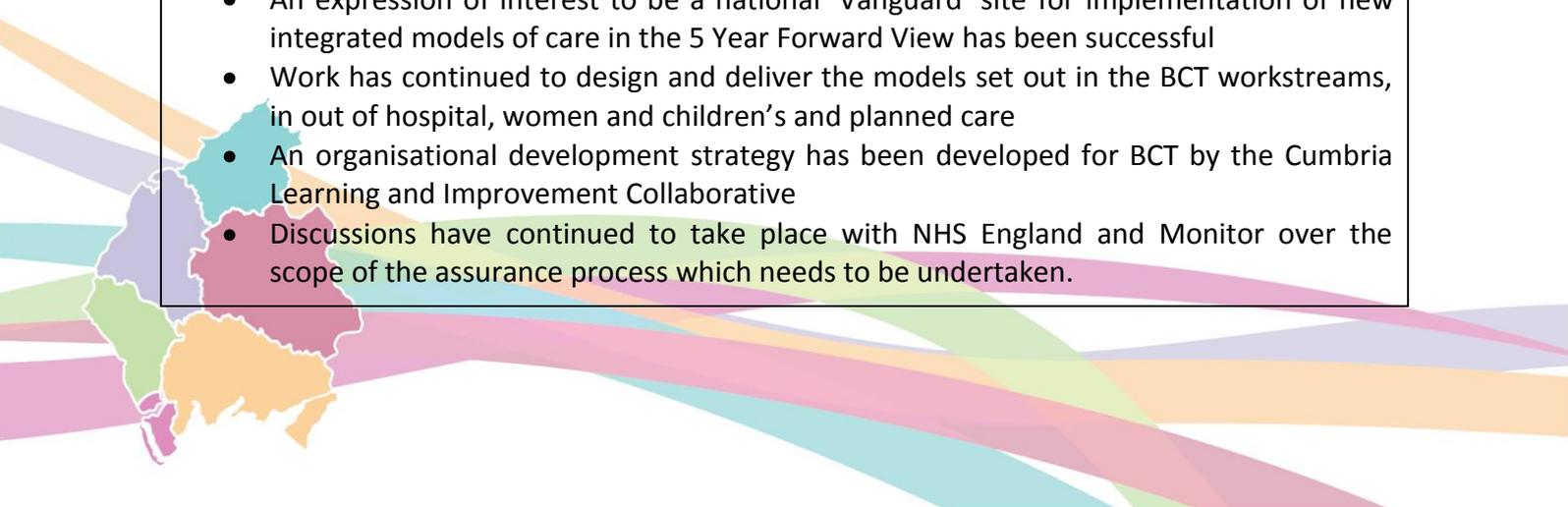
**Better Care Together & Five Year Forward View – Vanguard Applications**

**Purpose of Report:**

This paper describes the current status of the better care together (BCT) programme and provides a progress update on the key elements of work.

**Key Issues/Considerations:**

1. This paper outlines the progress made in recent weeks by the Better Care Together (BCT) programme. The key areas of update are:
  - a. Programme Overview
  - b. NHS England and Monitor Assurance Process
  - c. Greater Manchester, Lancashire & South Cumbria Clinical Senate review
  - d. Five Year Forward View - Expression of Interest to be a vanguard health community
  - e. Better Care Together Strategy Launch
  - f. Progress on the four Service Change Programmes
  - g. Programme Risks
  - h. Next Steps
  
2. In particular, since the last update:
  - The BCT Strategy narrative has been publicly launched together with appropriate stakeholder engagement and media response
  - An expression of interest to be a national 'Vanguard' site for implementation of new integrated models of care in the 5 Year Forward View has been successful
  - Work has continued to design and deliver the models set out in the BCT workstreams, in out of hospital, women and children's and planned care
  - An organisational development strategy has been developed for BCT by the Cumbria Learning and Improvement Collaborative
  - Discussions have continued to take place with NHS England and Monitor over the scope of the assurance process which needs to be undertaken.



**Recommendations:**

The Governing Body is asked to note the current progress update and position of the better care together (BCT) programme and the outcome of the expressions of interest to be a Vanguard Health Community.

**CCG Objectives:**

Better Care Together is a system-wide strategy which contributes to all of the CCG's objectives, ie:

1. **Quality:** Implement clear systems to improve clinical effectiveness, patient experience and safety
2. **Performance and Outcomes:** Ensure continuous improvement in performance standards and outcomes
3. **Strategic Commissioning:** Lead the development of a strategy for sustainable services in the context of rising demand and reduced resources
4. **Primary Care Development:** Support primary and community care development including reducing variation, workforce development and integrated clinical information
5. **Financial Control:** Improve value for money through the most effective deployment of resources while maintaining financial balance
6. **Engagement and Partnerships:** The CCG actively involves our member Practices, patients and partners in our decision making
7. **Organisational Development:** Continuously improve the performance of the organisation in line with our values

**Statutory/Regulatory/Legal/NHS Constitution Implications**

The CCG is required to produce a Strategic Commissioning Plan and support the wider leadership of the health economy, including the need to ensure clinical and financial sustainability. The BCT Strategy and associated delivery plan will set out the strategic direction for improving quality, clinical and financial sustainability for the Morecambe area and thus will contribute to the CCG's overall statutory and other requirements. The strategy also closely links with the content and targets contained with the Better Care Fund.

**Assurance Framework:**

The report provides assurance against the CCG's key risks as contained in the Assurance Framework, in particular:

1. There is a risk that UHMB FT is unable to continue to provide clinically and financially sustainable services that are accessible to population of Cumbria
2. There is a risk that CCG is not delivering key NHS constitution targets
4. There is a risk that the CCG is unable to produce a credible 5-year strategic plan that is clinically sustainable and financially viable for the whole health economy.
5. There is a risk that maternity services cannot be provided in a way that is accessible, safe and sustainable for patients across Cumbria

**Finance/Resource Implications:**

There are no direct financial implications arising from this update report. The BCT Delivery Plan sets out how the health system will improve financial sustainability over the next 2 years within the context of the 5 year strategy.

**Implications/Actions for Public and Patient Engagement:**

The BCT Strategy was developed with extensive public and stakeholder engagement and the update report highlights ongoing engagement activity.

**Equality Impact Assessment:**

An initial health impact assessment was undertaken as part of the Strategy process. This will need to be re-visited and updated as part of any future consultation process, and a range of Equality Impact Assessments will need to take place on a project specific basis as part of the implementation of the delivery plan.

<b>Lead Director</b>	Anthony Gardner, Network Director
<b>Clinical Lead</b>	Hugh Reeve, Interim Chief Clinical Officer
<b>Presented By</b>	Anthony Gardner, Network Director
<b>Contact Details</b>	<a href="mailto:anthony.gardner@cumbriaccg.nhs.uk">anthony.gardner@cumbriaccg.nhs.uk</a> T: 07789 271673
<b>Report Author</b>	Paul Wood, System Director, <a href="#">bettercaretogether</a>
<b>Date Report Written</b>	March 2015

[Left blank intentionally]

## Cumbria CCG

### A New Clinical Strategy for Health Services in Morecambe Bay

#### Better Care Together

#### INTRODUCTION

1. This paper outlines the progress made in recent weeks by the Better Care Together (BCT) programme. The key areas of update are:
  - Programme Overview
  - NHS England and Monitor-Assurance Process
  - Greater Manchester, Lancashire & South Cumbria Clinical Senate review
  - Five Year Forward View - Expression of Interest to be a vanguard health community
  - Better Care Together Strategy Launch
  - Progress on the four Service Change Programmes
  - Programme Risks
  - Next Steps

#### 2. PROGRAMME OVERVIEW

The Better Care Together programme has focused on the following activities since the last report, namely:

- Preparation of reports for an initial assurance process conducted by NHS England and Monitor;
- Application as a national forerunner (termed Vanguard) site for implementation of new care models under the MHS England 5 Year Forward View;
- Publication and launch of the Better Care Together strategy with appropriate stakeholder engagement;
- Continuation of the design and implementation work programme associated with our four service change programmes;
- Development of the programme plans and ongoing monitoring arrangements
- Initial scoping of the BCT organisational development and cultural change programme

#### 3. NHS ENGLAND AND MONITOR - ASSURANCE PROCESS

The first formal Confirm and Challenge feedback session was held between NHS England, Monitor and the BCT partner organisations on the 26<sup>th</sup> January 2015. Following this, NHS England has written to the partners outlining their conclusions and suggestions around future actions for the programme:

The overall conclusions set out in this letter are:

- I. Appreciation of both the work undertaken to date and the commitment of all partners to address the issues faced by the local health economy and an acknowledgement that there is further work to be done;
- II. Recognition that programme governance structures established to date are a sound platform to undertake the proposed design and implementation programme. It was recommended that we produce a formal MOU( Memorandum of Understanding ) to be agreed by all BCT participant organisations;
- III. Identified need to further develop our clinical standards and expected programme impact on patient quality and outcomes;
- IV. Several recommendations associated with developing clear financial models for the health community;
- V. Identified need for the development of detailed workforce planning and OD plans;
- VI. Identified need for a completion of a formal self-assessment against the four tests for service reconfiguration;
- VII. Support to the Programme and BCT partners in submitting an application to progress our new service models as described in the NHS Five Year Forward View.

Despite support for continuation of the programme, NHS England and Monitor have not yet made a commitment through the assurance process to fund directly any element of the programme although both organisations are committed to working with us to identify appropriate funding streams. Future support is also conditional on the development of detailed business cases and financial plans.

The BCT Programme Board is therefore prioritising the actions suggested by NHS England and Monitor. The Board will continue to present our case for further pump priming support for Better Care Together, and have done so in our Vanguard application which is described in further detail in section 5 below.

#### **4. GREATER MANCHESTER, LANCASHIRE AND SOUTH CUMBRIA CLINICAL SENATE REVIEW**

As part of the assurance process, the programme has received a helpful report from the Clinical Senate. The Senate has agreed to work with us as a critical friend in addressing some of the areas highlighted in their report. The key areas of work are expected to be to:

- Ensure that the public health of the whole population is embedded into the future models of care, using the insights from our joint strategic needs assessments;
- Review the proposals and clinical standards for services across Morecambe Bay in the light of the development of the out of hospital model;
- Clinical leaders to develop a portfolio of clinical standards across the proposed system of care.

Work is ongoing with the Clinical Senate team to prioritise the work programme required.

## **5. FIVE YEAR FORWARD VIEW – EXPRESSIONS OF INTEREST TO BE A VANGUARD HEALTH COMMUNITY**

Work has taken place during February to prepare and submit an application on behalf of Better Care Together partners to be a national pioneer site (termed a Vanguard site) for testing the application of one of the new care models set out in the 5 Year Forward View, which was published by the NHS last autumn.

Better Care Together is a strategy designed to improve health and care services as part of an integrated system. In terms of models in the 5 Year Forward View, the BCT Strategy developed in Morecambe Bay is most closely aligned to the model described as Primary and Acute Care System (PACS) model. This model aims to explore the benefits of more integrated care between services in and out of hospital, between health and social care and between physical and mental health services.

The process is aimed at selecting health communities or organisations who can demonstrate a commitment to fast track the development and implementation of new care models during 15/16.

The Expression of Interest submitted to NHS England is enclosed as Appendix A. This has provided an opportunity for BCT partners to articulate our ambition described as moving towards an accountable care system of provision that will take responsibility for the whole health and care needs of our population, working to a single set of objectives under a single delegated capitated budget.

Information was received on the 9<sup>th</sup> March that the BCT health and care community was successful in becoming one of 9 vanguard sites for PACS in England. Further information about the programme is now expected. The starting point to this will be a visit from the NHS England national Vanguard team (likely to be in May) with a view to developing a Memorandum of Understanding between the national team and BCT on expected outcomes to be delivered locally as part of the Vanguard process and the national support to be provided to BCT. An update on progress will be made at a future meeting.

A Vanguard expression of interest was also made on behalf of partners in the North Cumbria system. However, this was mainly made as a position statement recognising that the Together for a Healthier Future Strategy and Governance arrangements were not sufficiently well developed yet to meet the criteria for a successful Vanguard application. The North Cumbria Together for a Healthier Future application was not successful. Work is taking place to review progress with the Together for a Healthier Future programme and to refocus activity on the strategic needs of the North Cumbria system.

## **6. BETTER CARE TOGETHER STRATEGY LAUNCH**

After receiving advice from NHS England, the BCT partners published our Strategy on Tuesday 10<sup>th</sup> February 2015. Copies of the Strategy with a covering letter have therefore been sent to key stakeholders involved with the programme over the last two years.

Priorities during this period also included an initial focus on staff engagement - a wide range of staff communications have been and will be produced in the next few months including

newsletters, posters, website updates and a short animation summarising the programme. These activities are being supported with a range of face to face briefings including “drop in” sessions during which staff can discuss the proposals with clinicians and senior managers.

Cumbria and Lancashire North Clinical Commissioning Groups have sent the Strategy to all their GP practices. The Strategy is available on the Better Care Together website [bettercaretogether.co.uk](http://bettercaretogether.co.uk) as well as the websites and intranets of partner organisations.

Local MPs representing constituencies in Morecambe Bay have been fully briefed and have made subsequent statements in the media.

The Joint Overview and Scrutiny Committee has also been fully briefed. Further discussions are expected with the Committee as the scope of our core work streams becomes clearer during 2015.

There has been considerable coverage by local, regional and national media about the Better Care Together strategy and the communications teams continue to respond to requests for further information.

## **7. PROGRESS ON THE FOUR SERVICE CHANGE PROGRAMMES**

Despite the scale of focus required on the NHS England Assurance process, progress has continued in all four of the service change programmes. The major milestones achieved this month are:

- Investment and establishment of seven primary care multi-disciplinary teams across South Cumbria with the remit of reducing hospital bed days; reduce referrals of long term residential and nursing care and improving the patient and care experience;
- Commissioning of more night services for end of life care in South Cumbria;
- Actions to establish community-based core teams in Garstang and Lancaster that within the resources available will start to enhance those services currently provided. The bringing together of different staff groups/ teams is being supported by a proposed team development programme. Improving the way teams work together and developing a common alignment in values, aims and working practices is one of the major drivers of service improvement and a building block to achieve our vision;
- Advice and Guidance Services for planned care continue to be rolled out to cover more specialties in South Cumbria
- Commencement of all four 1<sup>st</sup> tranche specialties redesign pathway work in our planned care workstream
- Commencement of Children’s pathway redesign process in four target areas that will lead to implementation phase by 2016

### **7.2 Workforce Planning and Change**

Further work is planned in the next two months to develop the workforce plans for proposed activity/service change in the next two years. The programme was successful in acquiring a £250k grant from Health Education England to assist our proposed change

management support, helping many of our multi-disciplinary service teams and supporting the process of integration of frontline services.

A recent paper summarising the scope of our BCT OD and Cultural change strategy, developed by the Cumbria Learning and Improvement Collaborative has also highlighted the significant level of change support required to make changes on the scale envisaged in Morecambe Bay. Consideration of the strategy and work to develop an action plan is ongoing.

**8. PROGRAMME RISKS**

The current status of the key programme risks previously outlined is summarised below:

KEY RISKS	CURRENT POSITION (ACTIONS)
<b>Availability of transition and implementation support funding for 2015/16 and 2016/17</b>	<ul style="list-style-type: none"> <li>• Major risk, given NHS England response</li> <li>• Pursuing the Vanguard expression of interest and funding sources</li> <li>• Planned stocktake of the programme deliverables / outcomes in view of the funding gap.</li> </ul>
<b>Availability of funding for the programme in view of the financial position of BCT organisations</b>	<ul style="list-style-type: none"> <li>• 2015/16 BCT programme budget to be reviewed and ring-fenced in view of the funding positions</li> </ul>
<b>Continuation of the pathway redesign and development of the core teams in both South Cumbria and Lancashire North at the pace of change outlined in our two year delivery plan</b>	<ul style="list-style-type: none"> <li>• Workforce change plans are scheduled to be developed</li> <li>• Additional workforce recruited in South Cumbria using BCF investment resources and training programmes established</li> <li>• Review the programme priorities</li> </ul>
<b>Staffing gaps in the BCT delivery programme and individual workstreams</b>	<ul style="list-style-type: none"> <li>• 3 Project Managers have been recruited to fill gaps in BCT delivery team</li> </ul>
	<ul style="list-style-type: none"> <li>• Other gaps in the delivery programme are being considered by the Delivery Group as part of the programme stocktake and potential Vanguard support.</li> </ul>
<b>Commencement of the initial phase of the OD/change management programme based on priorities of the programme</b>	<ul style="list-style-type: none"> <li>• OD / cultural change Strategy being considered by Programme Board</li> </ul>

Progress has been made this month in reducing some of the risks. However, the current outcome of the NHS England/Monitor assurance around no additional funding for implementation support or transitional funding represents one of our largest programme risks in the pace of the programme. In response to this, the Programme Delivery group will undertake a stocktake of the programme priorities and decide where to focus current resources of the programme that will deliver the greatest benefit return. Discussions will also continue with NHS England and Monitor through the assurance process and as part of the Vanguard process.

## **9. NEXT STEPS**

During April and May, the key programme activities are expected to be:

- a) Further discussion with NHS England and Monitor as part of the continuing assurance process;
- b) Action planning to take forward the recommended work with the Clinical Senate;
- c) Commencement of the initial phase of the OD/change management programme based on priorities of the programme;
- d) Continuation of the pathway redesign and development of the core community teams in both South Cumbria and Lancashire North;
- e) Work with the national Vanguard team to develop a Memorandum of Understanding to provide clarity on the scope and nature of the Vanguard process and implications for BCT.

## **RECOMMENDATION**

9. The Governing Body is asked to note the current updated progress and position of the Better Care Together programme.

**Andrew Bennett**  
SRO  
[bettercaretogether](#)

**Paul Wood**  
System Director  
[bettercaretogether](#)

**March 2015**