

Report of the Chairs of NEW Devon and South Devon & Torbay Clinical Commissioning Groups

Recommendation

That the Health and Wellbeing Board notes the progress within the Devon health and care system and the progress in planning for delivery of integrated care in Devon.

1. Introduction

This is a joint report to Devon Health and Wellbeing Board on behalf of Northern, Eastern and Western Devon CCG and South Devon and Torbay Clinical Commissioning Groups. This reflects that the two CCGs in Devon, are increasingly working in an aligned way as we develop our arrangements for integrated care in Devon, whilst retaining their individual statutory responsibilities.

This report provides an update on the following subjects:

- Devon System Developments and Plans
- Developing an Integrated Care System in Devon
- Key next steps

2. Strategy and Planning

Devon is approaching the third year of its five year plan for clinically and financially sustainable health and care services that will improve the health, wellbeing and care of the population. Therefore it is timely to review the progress so far, update our understanding of the challenges and refresh our strategy to ensure it is current and relevant for the period 2018/19 to 2020/21. This work is currently underway including coordination with public health teams to ensure that the updates on JSNAs and priorities for health outcomes are incorporated in the understanding of population need.

Four strategic themes are evident:

1. Enabling More People to Stay Healthy
2. Enhancing self-care and community resilience
3. Integrating and Improving Out of Hospital Care
4. Delivering modern, safe and sustainable clinical services

A strategy refresh and an operating / delivery plan for 2018/19 will be finalised and shared with the Health and Well Being Board at a future meeting.

In reviewing progress the following list provides a summary of some of the key developments and successes for the health and care system in Devon:

- 'Best care for Devon': independent assessment by the Care Quality Commission highlights great quality of health and care services across Devon:
 - 86% of adult social care providers are rated as 'Outstanding' or 'Good', compared to the national average for England of 80%
 - All GP Practices in Devon are rated as 'Outstanding' or 'Good'
- Ground breaking hospital collaboration: all four organisations providing acute hospital services operate a 'mutual support' approach to benefit patients. NHS England view it as an "exemplar of joint working"
- 'The best bed is your own bed': we are enhancing community services to support thousands more people to live independently at home. This has led to a reduction in acute and community hospitals beds by 213 over the past two years. Patient satisfaction with these services runs at over 90%
- Integrating services to benefit patients: Devon is planning to develop a new Integrated Care System. From a patient or service user viewpoint, they will see more joined up health and social care services that work for them
- No health without mental health: Devon is leading the way with innovative mental health services, including liaison psychiatry in each A&E to ensure people get the right help, psychological therapies for people with long-term conditions, and a new mother and baby unit opening next year in Exeter to ensure women receive specialist mental health support in Devon
- 'Proud to Care': 100 'ambassadors' have been trained to promote careers in health and social care at every school, college, university and job centre across Devon. The 'Proud to Care' campaign has also helped recruit more people into key care and health jobs throughout Devon
- Improving support for people with learning disabilities or autism in Devon: seven per cent more individuals have an annual health check than the national average. Furthermore, better access to services is reducing health inequalities for people with learning disabilities
- Independent ratings show good progress: Devon has now moved from being one of three most challenged areas of the country to one of 14 health and care systems "making real progress", according to NHS England

- Living within our means: overspending has reduced from £229 million to £61 million over the past two years. Includes saving £25 million on agency spend. Devon system is aiming for financial balance in 2019/20

3. Developing “Integrated Care” in Devon

Since December 2016, partners in the health and care system across Devon have been working with a shared purpose to create a clinically and financially sustainable health and care system that will improve the health, wellbeing and care of the population. The aspiration is to build on the foundations of collaborative working and integration in Devon to support the most effective delivery of health and care and enable continued progress in improving quality, lowering costs and enriching user experience through stronger care integration.

Many features of an Integrated Care System (ICS) are prominent in the way the local system is working as it develops closer partnership working across health and care system:

- There is a clearly articulated case for change and a shared ambition for the system to achieve a fully aligned sense of place, linking the benefits of health, education, housing and employment.
- A clear aspiration to place mental health on a par with physical health.
- Dedicated focus on designing and delivering a system of care that meets the current and future needs of the population. Population segmentation and a different response to identified need is a key component, as evidenced through the work on risk stratification and identification of frailty which is integral to the integrated care model and being rolled out as a priority for 2018/19 to help address demand, promote independence and allow for pro-active and preventative management of crisis and acute care.
- Clinical and professional leadership and the collaboration required for transforming care is developing through the system wide clinical cabinet. This has been key to enabling the development of a mutual support agreement between providers and service delivery networks across Devon to address vulnerability and sustainability in key acute specialties.
- Agreement to financial planning principles that bring organisations together as a system to maximise financial improvement across the system and to provide financial stability to support change. Delivering integrated health and care is supported by integrated funding arrangements between local authorities and CCGs through the BCF agreements.

The two Devon Clinical Commissioning Groups have now aligned with meetings of their governing bodies taking place in common and a joint executive structure providing for increased collaborative commissioning across the NHS and a significant step toward supporting integrated commissioning with local authority partners. The CCGs are also proactively working to integrate commissioning of

primary care and relevant specialised services to enable a whole population approach.

The move towards Integrated Care Systems (ICS) is a national policy requiring organisations, including the NHS and Local Authorities, work more closely together to provide joined-up services. The policy was published in the Next Steps on the NHS Five Year Forward View (March 2017) and reiterated in the latest NHS planning guidance (published February 2018) which states that *‘Integrated Care Systems are those in which commissioners and NHS providers, working closely with GP networks, local authorities and other partners, agree to take shared responsibility (in ways that are consistent with their individual legal obligations) for how they operate their collective resources for the benefit of local populations.’*

It should be emphasised that working as an “Integrated Care System” does not replace the statutory responsibilities and accountability of the individual partner organisations. Rather it is primarily focussed on increased collaboration between organisations to enable delivery of integrated care and the ability to collectively address system challenges.

The NHS Constitution will remain central meaning anyone can receive high-quality care, free at the point of access, whenever they need it. Working in partnership across a wide range of services, people will be helped to stay healthy, receive more support and treatment at home rather than having to go into hospital and see their GP more quickly. If people do need to be admitted to hospital, they will be supported to get home more quickly with the support they need.

4. Next Steps

The next steps for developing the architecture to support integrated working between partner organisations include:

- Designing the strategic commissioning function and evolving further integrated commissioning arrangements between NHS and local authorities.
- Finalising a strategic outcomes framework taking account of population need and system performance to inform strategic commissioning supported by a linked dataset to enable measuring transformation.
- Designing and establishing local care partnership arrangements to organise integrated delivery of services and determine how outcomes are best met for specific local populations across Devon.
- Enhancing integrated delivery of specialist mental health services with primary and secondary care supported by commissioners and all providers working with each other through a mental health care partnership in conjunction with the place based arrangements.

These steps are in addition and complementary to the action plan developed as a result of the Integration Workshop for the Devon Health and Wellbeing Board, held on Thursday 14 December 2017.

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