

# Sustainability and Transformation Partnership

## Environment and Community Panel

### 27<sup>th</sup> March 2018



# Summary

- To brief Panel Members on:
  - Latest developments in the STP;
  - Commissioning arrangements at STP-level;
  - Commissioning arrangements at local-level.



The proposed geographical area for our Integrated Care System is the same as that covered by our current Sustainability and Transformation Partnership ( STP), which is Norfolk and Waveney with a population of 1.1m



Our health and care system is comprised of the following partners, all of whom are involved in our current STP and are represented on either the STP Oversight , Executive or Stakeholder Board;

- NHS Great Yarmouth and Waveney CCG
- NHS North Norfolk CCG
- NHS Norwich CCG
- NHS South Norfolk CCG
- NHS West Norfolk CCG
- Norfolk County Council
- Suffolk County Council
- Norfolk and Norwich University Hospitals NHS Foundation Trust
- James Paget University Hospitals NHS Foundation Trust
- Queen Elizabeth Hospital Kings Lynn NHS Foundation Trust
- East Coast Community Healthcare CIC
- Norfolk Community Health & Care Trust
- Norfolk and Suffolk NHS Foundation Trust
- East of England Ambulance Service NHS Trust
- Norfolk Independent Care
- IC24 Integrated Care
- Norfolk & Waveney Local Medical Committee
- Healthwatch Norfolk & Healthwatch Suffolk

If things continue as they have and our population increases as we predict it will, by 2025 every year:



**800,000**  
more appointments will be needed



**92,000**  
more people will go to our A&E departments



**48,000**  
more people will arrive at A&E by ambulance

Number of people with dementia in Norfolk and Waveney



**13,586**  
2015



**24,671**  
2036

Based on current trends, we estimate that by 2020 obesity will contribute to:



**7,000**  
more people having coronary heart disease



**2,000**  
more people suffering from a stroke



**100,000**  
more people with hypertension



**50,000**  
more people getting diabetes

# The Norfolk and Waveney STP

- STP – Sustainability and Transformation Partnership
- ACS – Accountable Care System
- ICS – Integrated Care System
  - All terms that have become used interchangeably
- Recent application made to become a Wave 2 ICS. This confers additional benefits, including devolved transformation funding, “single” regulation, redeployment of staff and resource from NHS England and NHS Improvement.

# What are we trying to achieve?

*Wave 2 application for ICS status - sustainable transformation of services; improved population health outcomes; greater financial efficiency.*

Progress to date includes:

- A **Joint Strategic Commissioning Committee** across all 5 CCGs
- A strong focus on **prevention and population management** with public health, county and district councils.
- Acute service redesign** across our three hospitals to deliver better outcomes for our population and greater access
- A three year **integration programme**, now in its third year, between social care and our community services with a Joint Director of Integration and five joint assistant directors of integration within the five localities
- Increasing collaboration and **development of GP Federations** across Primary Care delivering GPFV
- A strong **programme of transformation** which would be accelerated by having greater financial flexibility as an ICS.



# Principles

- Evolution, not revolution
- Collaboration, not competition
- Importance of local systems and development of new models of care at an individual CCG level
- All CCGs have significant financial challenges
- Positive relationships in place across 5 CCGs
- Regulators moving to system-level assurance
- Likely that NHS England and NHS Improvement will come together as a single regulator
- Benefits to be gained by working more closely together.

# We are on a journey.....

- CCGs were established in April 2013 and the 'local' focus has enabled development of local models of care that reflect demographics and local need
- However, fragmentation means that in some areas more effective and efficient working can be achieved together
- Central Norfolk JCC established in Sept 2015
- Norfolk & Waveney STP established in March 2016
- West Norfolk and Great Yarmouth & Waveney CCGs participate in JCC from mid 2017
- Joint Strategic Commissioning Committee will go live on 1 April 2018 covering all 5 CCGs, meeting in public from June.



# Where are we headed? ...

## Strategic commissioning

- Exploring the development of an Integrated Care System (ICS – formally known as ACS)
- A strategic commissioning function has a leading role in an ICS
- Contract arrangements and currencies fundamentally change
- Shift staff from transactional roles to system transformation roles
- Closer working between CCG staff and provider staff on transformation
- Population focus rather than organisational focus
- One financial model maps income and expenditure
- Understanding links between CCG-level development of local new models of care.



# Where are we headed? ...

## Local commissioning (new models of care)

- CCG-level development of new models of integrated care, based on primary care working at scale with wrap-around community-based services
- Each model focused on local needs as determined by Joint Strategic Needs Assessment (public health)
- Establishment of Local Delivery Groups for each CCG, accountable to Governing Bodies, to oversee the integration
- Consideration of local alliance agreements
- Integrated Care Organisation v. System.

# What is an Integrated Care Organisation (ICO)?

Involves a provider or collaboration of providers to meet the needs of a defined population

Providers take responsibility for a budget allocated by a commissioner or alliance of commissioners to deliver a range of services to that population

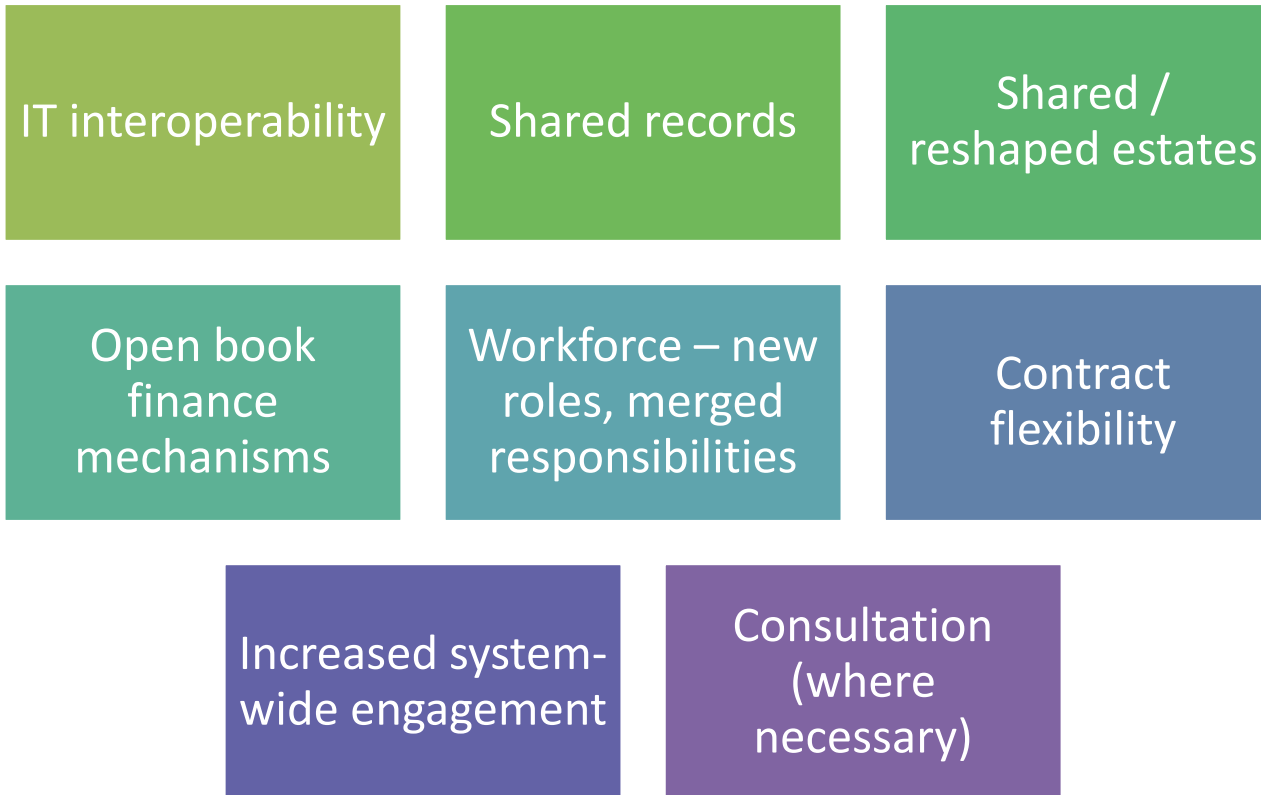
ICOs work under a contract that specifies the outcomes and other objectives they are required to achieve within the given budget, often extending over a number of years

Significant investment is shifted from reactive treatment of conditions to proactive prevention

STPs are tasked with working towards developing ICOs



# Key enablers



# What's worked well in the Vanguards?

West Norfolk Clinical Commissioning Group

- Finding **dedicated time for stakeholders** to develop new relationships and nurture established ones was essential
- Sites used **facilitated workshops to design new care models**. They generally felt that coming together in workshops was positive for the design of their interventions locally
- Some sites **expressed frustration with the compressed timetable** set by the national programme for creating care models. They felt it limited their ability to effectively bring partners together
- Many clinicians and managers used formal and informal networks within and across specialties to enable **sharing of learning and ideas**
- Through these networks, and facilitated programmes, they were able to **learn about approaches and interventions** others were using, not only in the UK but also internationally
- With the creation of new services across organisations, vanguard sites said **investing in the development of staff** with the right skills for these changes was crucial. This was necessary at all levels of the local systems and focused on aligning the efforts of staff with the aims of the vanguards.