

NWL Single CCG and NWL Integrated Care System (ICS) Harrow Out of Hospital Recovery Plan

November Update

Dr Genevieve Small (Chair, Harrow CCG; Joint-Chair, Harrow Joint Management Board)

Javina Sehgal (Managing Director, Harrow CCG)

Glossary

CCG: Clinical Commissioning Group

CEO: Chief Executive Officer

Comms: Communications

DASS: Director of Adult Social Services

HHaCE: Harrow Health and Care Executive

ICP: Integrated Care Partnership

IC: Integrated Care

LA: Local Authority

JMB: Joint Management Board

NHSD: NHS Digital

NWL: North West London

OOH RP: Out-of-Hospital Recovery Plan

PCN: Primary Care Network

PMO: Programme Management Office

SRO: Senior Responsible Officer

ToR: Terms of Reference

VCS: Voluntary and Community Services

WLA: West London Alliance

NWL Single CCG and NWL Integrated Care System (ICS)

Update – November 2020

NHS Context

NHS policy is that areas will work as a single ICS (Integrated Care System)

This includes health and local authority health related services

There will be one CCG to support each ICS

There is a move away from the commissioner/provider split within health care

Borough based partnerships for the provision of care are a key building block for the ICS

The challenge for systems is that there is no legislation directing these changes

As an ICS we are establishing a Partnership Board with LA CEO, DASS and Director of Public Health membership

Our proposal is that this LA Leaders' meeting is a formal part of our governance, meeting every 1-2 months, ensuring accountability, debate, development of ideas and transparency.

Wherever possible, decisions about care delivery will be taken at Borough-level, supported by the ICS setting strategic context, sharing best practice and undertaking assurance

Our focus will be directed by our joint work to reduce inequalities experienced by our residents

Creating a single CCG for NW London

- We are working in a national context where **each ICS will have a single CCG** and where health is **moving away from a commissioning/provider split**
- All eight CCGs have now voted in favour of merger. An application to NHSE was submitted on 30 September and early feedback has been positive. We are on track.
- Although there is a need to reduce CCG management costs, in creating a single CCG we are not proposing to merge borough teams, **each borough will continue to have its own CCG team**
- However, **senior leadership will come from an Out of Hospital Director**, providing a single health voice across health providers and commissioners in each borough
- We believe that local **joint commissioning between health and local authorities supports** integrated provision and this should be strengthened

We are progressing jointly in establishing our borough-based partnerships

- Within the North West London Integrated Care System, boroughs are the key building block for the delivery of care
- This requires a strong partnership at borough level; health therefore want to build on, and further strengthen, existing partnership arrangements with LA colleagues
- For each borough we have 3 NHS leads – primary care, community care and mental health.
- Our proposal is that health senior leadership for this partnership will come from the Local Care Director, providing a single health voice across health providers and commissioners in each borough
- The approx. 270 borough-based CCG staff will work in their boroughs to this leadership team



The following timetable is proposed to appoint to these teams:

Mid Nov Identify the named members of the 8 boroughs leadership teams - each organisation will select an executive or equivalent to represent their organisation

Mid Nov Agree how acute Trusts engage with borough leadership

Mid Dec Identify the single NHS lead with local authority input to the decision

We have established a NW London board to focus on reducing health inequalities amongst our population

- This board is jointly chaired by Niall Bolger, CEO Hounslow Local Authority and Carolyn Regan, CEO West London NHS Trust
- It brings together health, local authority, voluntary sector, residents and others to provide strategic direction in this area
- We have identified 3 main areas of work, as illustrated below; key is health actively working with the WLA Economic Regeneration Board and as major employers supporting the economic regeneration agenda
- Two other areas of immediate focus are ensuring we reach our most vulnerable residents with flu vaccinations and digital exclusion.

Population Health and reducing Health Inequalities

Dr M C Patel/Director of Public Health

Developing and supporting a culture that uses population health to drive change and service provision

- Population health management and measurement
 - Developing a consistent approach across NW London
 - Developing a culture of improvement
- Working with target communities to address local inequalities
- Identification of immediate priorities eg flu vaccinations

Economic Regeneration

Niall Bolger/Charlie Sheldon

Developing employment opportunities so as to not further exasperate inequalities

- WLA Economic Regeneration Board
- Grow Own Workforce
- Arts Health and Well Being

System Delivery and Accountability

Juliet Brown/Bernie Flaherty

Ensuring system wide accountability, delivery and assurance

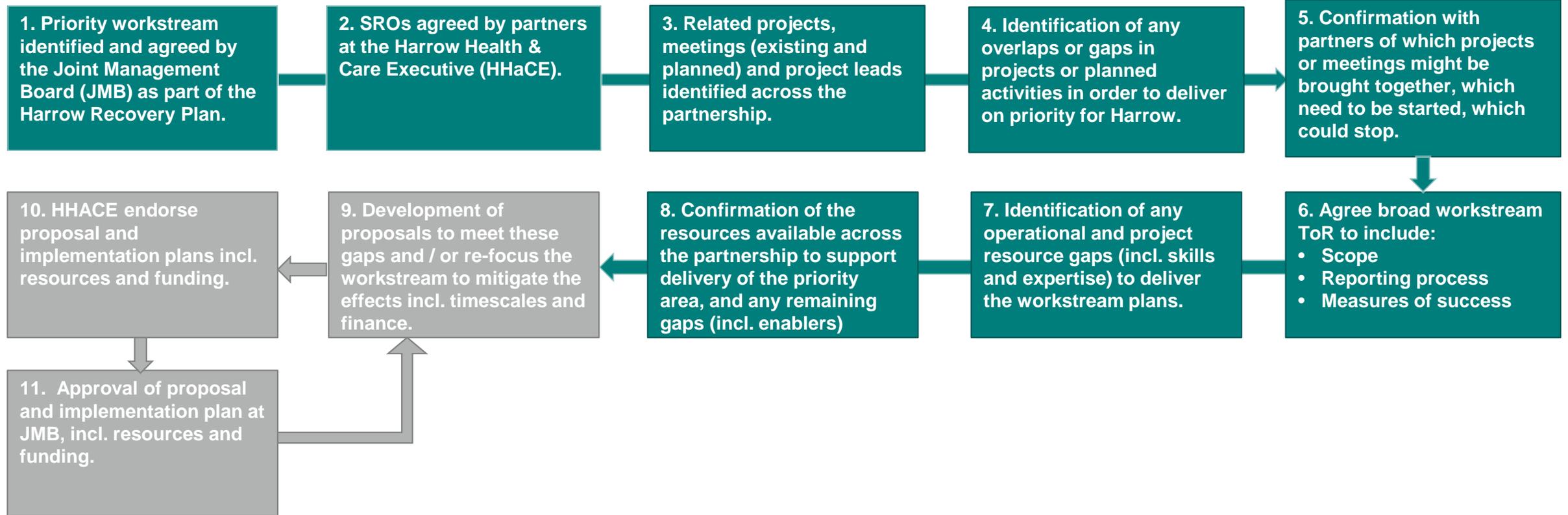
- Continued focus on reducing inequalities throughout ICS work
- Deep dives into identified priority areas of concern

Harrow Out-of-Hospital Recovery Plan

Implementation Update – November 2020

From Planning to Implementation

Green – completed; Grey – in progress



The purpose of this process is to support the partnership in:

- Identifying and aligning activity and resources** around the delivery of shared priorities.
- Mapping any gaps required support** for implementation, for example in relation to clinical expertise, data and analytics, communications and engagement.
- Agreeing a shared way forward with partners** to ensure that the workstream is deliverable and the SROs are appropriately supported in overseeing that delivery.

Workstream Update

Priority	Status/Comments
Support for Clinically Extremely Vulnerable Residents	Will use GP comms channels to send patient updates. LA food parcels will be offered until end of March 2021 as required. There is no national plan to reinstate 'shielding'.
Learning Disabilities and Autism	Work-on-going, no blockers highlighted.
Prevention, Self Care and Social Prescribing	Work-on-going, no blockers highlighted.
Long Term Conditions	Diabetes Management funding ask to go to ICS Deep Dive end of November.
Mental Health and Wellbeing	Work-on-going, no blockers highlighted.
Children and Young People	Matrix-working model endorsed at the HHaCE on 30 th October 2020. 6 recommendations to be actioned.
Frailty and Care Settings	Agreement to develop a single frailty model for Harrow regardless of place of residence (case-management Multi-disciplinary Teams (MDTs)). Monthly MDTs have started across all PCNs. Frailty MDT training on-going. <i>Behaviour That Challenges</i> training currently taking place for care homes with dementia residents.
Tackling Inequalities	The NWL CCG BI team is supporting with data analysis of Harrow-specific inequalities. ToR completed. Equalities Assurance Framework in development (to be used across all workstreams).
Carers Sub-group	Information sheets and posters on carers' cards and carers' support are being shared across the partnership. Questions for staff and checklist for workstreams finalised on 28.10.20 – to go to HHaCE 27.11.20.
Safeguarding Sub-group	Partner leads are reviewing the OOH RP.
Comms and Engagement	2 nd VCS Workshop took place on 12 th October. £50K funding for a VCS business partner to work with the ICP has been agreed by the HHaCE. To be funded by the partnership. Staff wellbeing comms has been drafted and is to be agreed at the HHaCE. A model of peer support for primary care colleagues is being developed. GP Comms channels to be used for partnership-wide comms to patients.
Integrated Education and Training	The Integrated Care Education (ICE) Team bid for Future Frailty Network bid has been submitted to NHS Charities Together – awaiting results.
Digital Transformation	Work in progress. Tactical solutions being developed in line with the ICS and national plans, pending roll-out of the NWL Health and Care Information Exchange.