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| Report to: | ADULT SOCIAL CARE AND HEALTH SCRUTINY COMMITTEE |
| Relevant Officer: | David Bonson (CCGs), Peter Murphy (BTH), Sharon Adams (ICP) |
| Date of Meeting: | 16 October 2019 |

FYLDE COAST INTEGRATED CARE PARTNERSHIP (ICP) DEVELOPMENT

1.0 Purpose of the report:

1.1 The purpose of this report is to update the Committee on ICP development activities specifically in relation to:

- The development of the Fylde Coast ICP five year strategy;
- Progress with delivering the improvement/transformation agenda;
- Succession planning.

1.2 In addition to the above the ICP has also provided updates on various actions arising from the meeting in July 2019. This information can be found within the recommendations monitoring log at Item 9.

2.0 Recommendation(s):

2.1 The Committee is asked to:

- Note this update and;
- Contribute to the development of the Fylde Coast ICP five year strategy by providing feedback on progress to date, and sharing pertinent insights that should be considered as we further develop the strategy.

3.0 Reasons for recommendation(s):

3.1 To ensure that the Committee is apprised of ICP development activities and has the opportunity to input into the development of the Fylde Coast ICP five year strategy.

3.2 Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.3 Is the recommendation in accordance with the Council's approved budget? No

4.0 Other alternative options to be considered: Not applicable

5.0 Council priority:

5.1 The relevant Council priority is Communities: Creating stronger communities and increasing resilience.

6.0 Background information

6.1 The development of the Fylde Coast ICP five year strategy

a) The NHS Long Term Plan (LTP) mandate

Subsequent to the publication of the NHS LTP on 7 January 2019 (<https://www.england.nhs.uk/long-term-plan/>); the NHS LTP Framework was issued by NHS England and NHS Improvement on 27 June 2019 (<https://www.longtermplan.nhs.uk/implementation-framework/>). The key components of the framework cover:

- a) Delivering new service models;
- b) Increasing focus on population health;
- c) More NHS action on prevention;
- d) Delivering further progress on care quality and outcomes;
- e) Staff support and wellbeing (supported by the Interim People Plan- <https://www.longtermplan.nhs.uk/publication/interim-nhs-people-plan/> Summary – <https://www.nhsemployers.org/news/2019/06/interim-people-plan/>);
- f) Delivering digitally enabled care;
- g) Making best use of resources.

The framework provides a clear narrative and mandate for how the commitments in the NHS LTP will be implemented and delivered by local systems. This will be via an overarching Integrated Care System (ICS) five year strategic plan comprising:

- **A system narrative plan:** describing how systems will deliver the required transformation activities to enable the necessary improvements for patients and communities as set out in the LTP - with a phasing of actions over the next five years. *(Initial draft submission 27 September 2019, final submission 15 November 2019);*
- **A system delivery plan which will be an aggregate of Integrated Care Partnership (ICP) plans:** setting the plan for delivery of finance, workforce, and activity, providing an aggregate system delivery expectation and setting the basis for the 2020/2021 operational plans for providers and CCGs. The system delivery plan will also cover the LTP 'Foundational Commitments' (Appendix 8(a)). *(Initial draft submission 27 September 2019, final submission 15 November 2019)*

b) The Fylde Coast ICP five year strategy (forming part of the ICS five year plan)

As part of developing the ICS five year plan, the five ICPs across Lancashire and South Cumbria (L and SC) were required to submit (to the ICS) a brief ICP narrative, and nationally prescribed supporting technical plans for finance, workforce, activity, and LTP metrics built around four key areas:

1. Plans for achieving key transformation priorities;
2. Key ICP development activities;
3. Key assumptions and supporting narrative for finance, activity, and workforce plans;
4. Approach to system financial management.

These plans have been developed by strategy and planning leads across the Fylde Coast ICP via a joint leadership forum which has been established with the specific remit of developing, agreeing, and overseeing the:

- Fylde Coast Strategy (the narrative);
- Fylde Coast LTP Delivery Plan (the numbers);
- Fylde Coast 2020/21 operational plans (narrative and numbers);
- Fylde Coast ICP employee/wider stakeholder/resident communications and engagement plan.

The Fylde Coast ICP plans have been signed off by designated executive leads from the Trust and CCGs to form the ICP submission to the ICS; this was submitted on 23 September 2019.

The ICS have produced the first initial submission of the ICS plan which has been informed by an aggregate position of ICP plans; this was submitted to NHS England and NHS Improvement (NHSE/I) on 27 September 2019.

The system planning process adopted to produce this submission has been overseen by CCG Accountable Officers, Trust Chief Executives and Local Authority Chief Executives across Lancashire and South Cumbria via the Integrated Care System Board and the System Leaders Executive Group.

Ongoing dialogue will now take place between the ICS and NHSE/I in respect of the detail of the plans; this is expected to continue throughout October and early November 2019. The final plan is expected to be approved by NHSE/I at the end of November 2019. The Fylde Coast ICP submission can therefore not be shared as part of this report as this has not been ratified by NHSE/I and may be subject to further amendments.

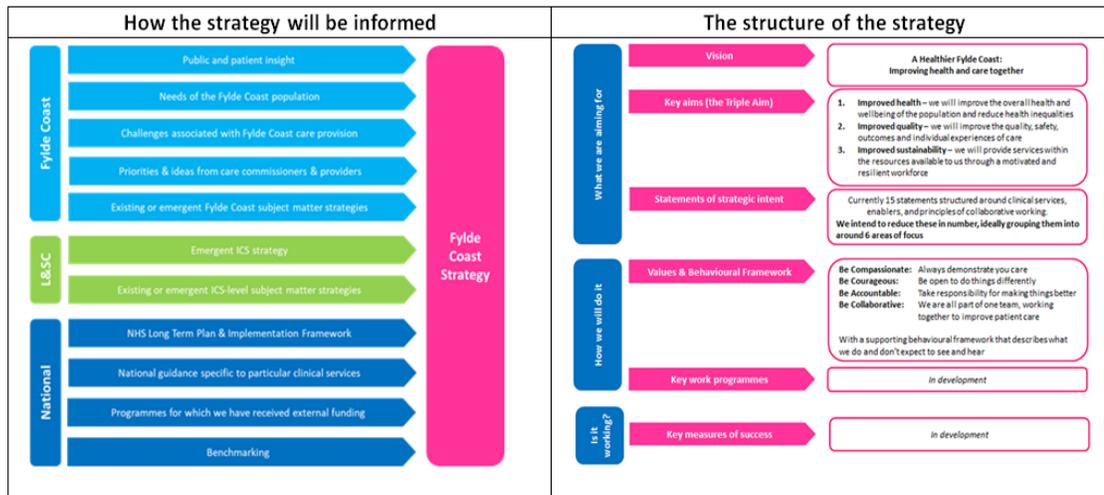
The final ICS plan for the 15 November 2019 submission will be refined by the ICS as directed by NHSE/I with involvement from ICPs as required. The plan will be approved by the System Leaders Executive Group and the Lancashire and South Cumbria ICS Board, with senior Local Authority representatives being members (elected and executive) of both of these forums.

The final approved ICS plan will then be published via communications channels across the Lancashire and South Cumbria system.

This plan will form the basis of 2020/2021 operational planning for the Trust and CCGs. The operational planning round will commence in December 2019 with agreed plans in place by the end of March 2020.

In tandem with this national requirement for the ICS to produce a five year plan, the Fylde Coast is developing the local ICP strategy for the next five years. Work is well underway to develop the content of the local strategy based on the NHS LTP requirements, wider national agendas and ICS strategies, whilst reflecting local nuances.

The approach to developing the strategy is illustrated below:



As part of our strategy work, Blackpool Council and Lancashire County Council Public Health colleagues have created a draft Fylde Coast population needs assessment which will inform the shape of the Fylde Coast strategy and underpin our decision making in determining priorities and key programmes of work over the next five years. This strategy is still in draft form and is subject to further refinements and ratification; therefore we have not been able to share this as part of this report.

The public and patient engagement work across the Fylde Coast to date has provided valuable insights into the needs of the Fylde Coast population in terms of how citizens would like to see health and care services evolve in their local communities. The Citizens Inquiries led by Blackpool Council have been a critical aspect of this engagement work in providing a key opportunity for health and care colleagues to connect better with local communities to gather insights that help to influence our decision making across the Fylde Coast. This has proved so beneficial that this

approach is being widened out across Fylde and Wyre constituencies.

An ICP communications and engagement plan is currently in the process of being developed in relation to the development of the ICP strategy. This is a critical element of the strategy development work in ensuring that we embed a robust approach to engaging with employees, wider stakeholders, and our resident population as we continue to develop and refine the strategy over the coming weeks.

The Fylde Coast ICP strategy (five year plan) will be based around the following themes, all of which align with the priorities outlined within the NHS LTP:

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|--|------------------------------|
| Population Health Management and Prevention | Children and Families |
| Primary Care Networks and Community Based Care | Digital |
| Urgent and Emergency Care | Utilisation of Our Estates |
| Planned Care | Quality |
| Networked Provision of Secondary Care | Workforce |
| Cancer | Financial Sustainability |
| Mental Health | System Development (ICS/ICP) |

Statements of strategic intent have been developed for each of the themes outlined above. These can be found in Appendix 8(b). There are currently fifteen statements; however the intention is to group these further into five or six key areas of work. Each statement of strategic intent will be underpinned by implementation plans to ensure delivery of the partnership's ambitions.

c) Next steps

Subject matter leads across the Fylde Coast are currently in the process of identifying transformation priorities and key programmes of work over the next five years based around the statements of strategic intent. This will result in a long list of priorities which will need to be reviewed as an ICP to agree a shortlist of priorities which are clinically driven in line with LTP expectations, whilst considering financial and operational implications. This work will be undertaken by the Fylde Coast Clinical Senate on 12 November 2019 via a workshop style session with attendance from clinical and managerial leaders across the Fylde Coast from the Trust, CCGs and Local Authorities. The recommended list of priorities from this session will then be referred to the ICP Steering Group (of which Local Authorities are members both as executive and elected members) for endorsement before seeking formal approval via the Trust Board of Directors and the CCGs Governing Body.

A robust communications and engagement plan will be agreed during October 2019 and implemented shortly afterwards.

The Partnership is aiming to have the initial phase of the Fylde Coast strategy work completed by December 2019, with the first draft of the strategy going through internal governance mechanisms during the latter end of the month/early January for feedback. Engagement activity on the first draft of the strategy will then take place during January/February, and the strategy will be further refined based on this engagement work. The final strategy will be approved during March and published via communications channels thereafter.

6.2 **Progress with delivering the transformation/quality improvement agenda**

For the purposes of this update, two key areas have been selected to apprise the Committee of in terms of progress with transformation/quality improvement across the Fylde Coast. These are:

- i. Primary Care Transformation
- ii. Blackpool Teaching Hospitals Quality Improvement

Primary Care Transformation

- **‘My COPD Implementation on the Fylde Coast’**

The CCGs has been successful in its application for 1,435 (854 Blackpool and 581 for Fylde and Wyre) free lifetime licenses for the ‘My COPD’ app. The ‘My COPD’ is an app based pulmonary rehabilitation (PR) programme which supports people with severe or very severe COPD who have been referred to PR.

The Integrated Primary and Community Care (IPCC) Transformation Group considered the recommendations within the paper and further discussions are to take place to agree which Primary Care Networks (PCNs) are in a position to trial the app.

It was also agreed to gain support from the North West Coast Innovation Agency (NHS Partner) with aspects of the roll out and project management.

- **Diabetes Community Clinic pilot**

The commencement of the Diabetes Community Clinic pilot has been deferred from July until October 2019 in order to address staffing capacity issues. The two priority initiatives agreed at the Fylde Coast Executive Strategy Group in June 2019 were:

- The revised Diabetes Consultants job plans will be adopted in two phases; the first phase will ensure that the consultants will have the capacity to support the Community Clinic pilot that will run from October 2019 to March 2020 in Wyre Integrated Neighbourhood and Central West PCNs. The second phase will ensure that the consultants will have the capacity to support the rollout of the service from April 2020 onwards, following evaluation of the pilot.
- A consultant-led desk top review of patients that are currently on diabetes

outpatient clinic waiting lists will commence at the beginning of September 2019 (prioritising the patients from the two PCNs taking part in the pilot). This review will RAG (red, amber, green) rate the patients as below:

- Patients who meet the super six criteria and require specialist input would remain on the waiting list for an appointment – RED
- Patients who have poorly controlled diabetes would be added to the list to be seen in the Diabetes Community clinic – AMBER
- Patients who appear to be reasonably stable would be referred back to Primary Care (following consultation with the GP practice where appropriate) - GREEN

The Diabetes Community Clinic task and finish group is now meeting regularly in preparation for the commencement of the pilot.

- **Lancashire County Council (LCC) Collaborative Population Health Management**

A recent workshop took place with Lancashire County Council, Blackpool Council and District Council colleagues to discuss LCCs offer of their ring fenced Public Health grant towards testing joint efforts to support and mobilise people to self-care and deliver personalised preventative care at a neighbourhood place. The following priorities for integration were identified and are now being progressed:-

- Local Authority community development provision;
- Local Authority stop smoking commissioning and provision;
- Local Authority health check commissioning with broader NHS GP Practice/PCN Commissioning;
- Local Authority oral health prevention commissioning;
- Local Authority sexual health commissioning.

- **Stroke Rehabilitation Update**

The proposal to develop an Integrated Community Stroke and Neuro Rehabilitation Service has now been approved and the service specification is currently being finalised. This service will expand on current rehabilitation provision for both stroke patients and those suffering from a neurological condition across the Fylde Coast. The integrated delivery model will align with the Lancashire and South Cumbria Stroke Service Specification.

- **'Engagement Plan: Fylde and Wyre Citizen Inquiries' paper**

The Engagement Plan: Fylde and Wyre Citizen Inquiries paper outlined options for Fylde and Wyre CCG to mirror the work undertaken by Blackpool CCG (in partnership with Blackpool Council Public Health and Community Interest Company Shared Futures since 2017) to run six citizen inquiries.

The IPCC Transformation Group agreed to the undertaking of a compressed Citizen Inquiry process. Blackpool Council Public Health colleagues have kindly agreed to support Fylde and Wyre CCG to undertake this project.

Blackpool Teaching Hospital's Quality Improvement Approach

The Trust has recently introduced their Quality Improvement Strategy which has been approved by the Trust Board of Directors in early September 2019. The strategy brings together programmes of work that have been ongoing within the Trust and key issues that need to be addressed over the next three years.

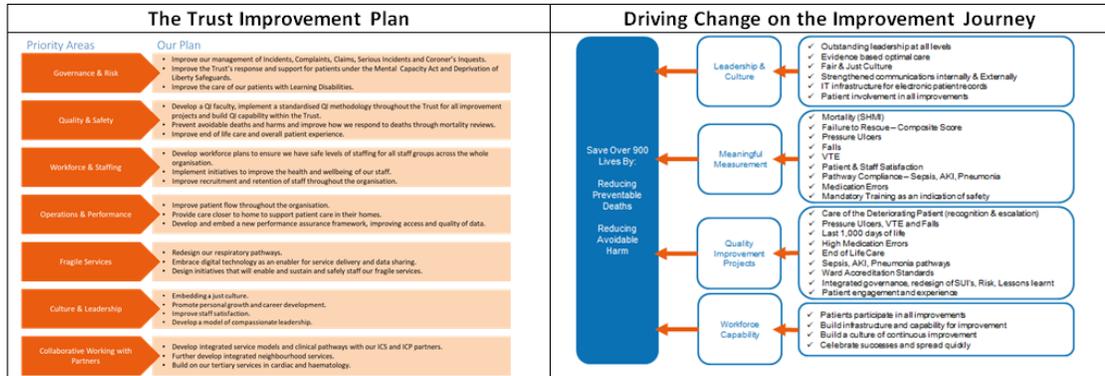
A Quality Improvement Programme will be established with the aim of reducing harm and mortality. Key aims and ambitions are illustrated below:



The Trust will be focusing on both immediate short term priorities alongside longer term priorities to:

- Support improvement;
- Improve patient outcomes;
- Deliver service efficiencies;
- Improve compassionate leadership;
- Develop a just culture.

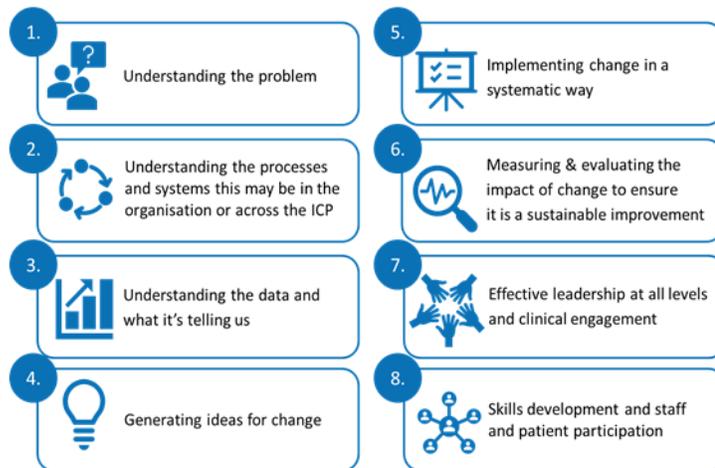
The Trust will be embedding a Quality Improvement Methodology to support staff to enable change. The Quality Improvement approach is outlined below:



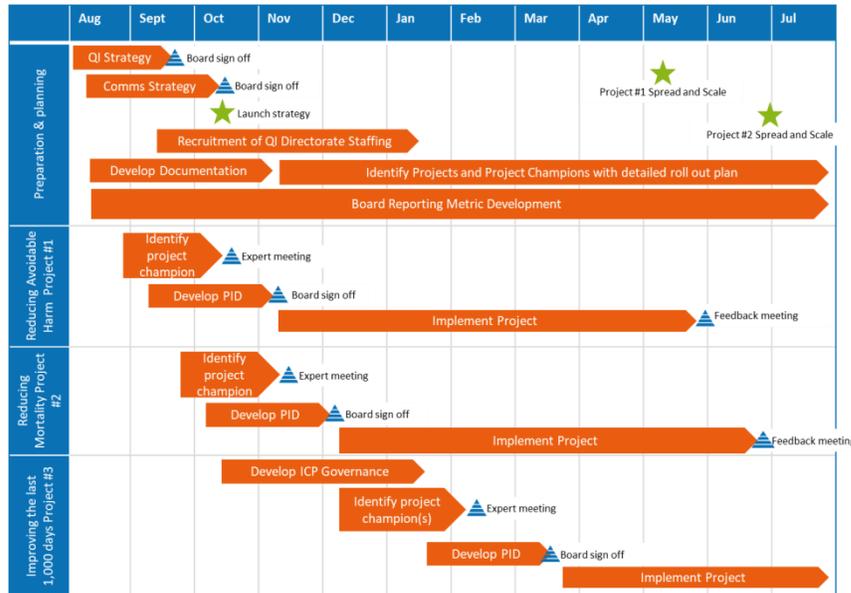
As part of the quality initiatives to achieve these ambitious goals, a number of key areas have been identified that will be subject to initial focus. These will be:

- Pressure Ulcers and;
- Care of the deteriorating patient.

The Quality Improvement Methodology will underpin improvement plans using the following principles:



The Trust will be developing a new Quality Improvement Directorate who will host expert advisors to help staff, patients and partner organisations plan and carry out improvement programmes aligned to Trust priorities. As this is a new programme the Trust have set out some high-level timescales and would like to start piloting two key projects over the next three to six months as outlined below:



More detail can be found within the Trust’s Quality Improvement Strategy in Appendix 8(c).

6.3 - Succession planning

Blackpool Teaching Hospitals established its succession planning process in 2015. This process identified potential successors for key roles within the Trust and also highlighted areas of risk where there was a gap in short and medium term successors. The Executive Directors made a commitment to roll out succession planning across the organisation. There was also a commitment to integrate the activity into the appraisal process.

Each year, divisions and departments within BTH produce a succession plan. The succession plans contain details of all senior leadership and business critical roles. It also contains the names of potential successors and whether they will be able to undertake those roles within one, three or five years. Successors identified as future senior leaders within three or five years are invited to attend the Senior Collaborative Leadership programme.

This succession planning process has been shared across the ICP. It is intended that a similar process will be adopted within primary care and in particular, with the PCNs over the next twelve months.

A summary copy of the succession planning process is enclosed in Appendix 8(d).

In relation to succession planning at ICS level there are two main areas of work underway currently. These are:

The North Regional Talent Board

HR and workforce leads from the ICS are working with national system talent leads to support the development of and generation into a North Regional Talent pool of ready now executives. Assessment centres for potential HR Directors and Directors of Nursing are going live in October and December with a view to having the first pool available in early 2020. Further application windows for Directors of Finance and Clinical Leads will be opening in the final quarter of 2019.

The High Potential Scheme

In collaboration with the National Leadership Academy the ICS is one of seven pilots across the country (the only one in the North) who are developing and rolling out this programme aimed at rising stars at band 8a – 8d. The programmes will be experience based and assessment centres based on system leadership criteria will be going live in January 2020, with a view to having our first 20 candidates on the programme by May 2020 next year. These pilots will be evaluated by the National Leadership Academy and rolled out nationally in 2020.

Does the information submitted include any exempt information? No

7.0 List of Appendices:

- 7.1 Appendix 8(a) – NHS LTP Framework ‘foundational commitments’
- Appendix 8(b) – Fylde Coast ICP Statements of Strategic Intent
- Appendix 8(c) – Blackpool Teaching Hospitals Quality Improvement Strategy
- Appendix 8(d) – Succession Planning Process – Fylde Coast ICP

8.0 Legal considerations:

- 8.1 Not applicable.

9.0 Human resources considerations:

- 9.1 Not applicable.

10.0 Equalities considerations:

- 10.1 Not applicable.

11.0 Financial considerations:

- 11.1 Not applicable.

12.0 Risk management considerations:

12.1 Not applicable.

13.0 Ethical considerations:

13.1 Not applicable.

14.0 Internal/external consultation undertaken:

14.1 Not applicable.

15.0 Background papers:

15.1 NHS Long Term Plan <https://www.england.nhs.uk/long-term-plan/>
NHS Long Term Plan Framework <https://www.longtermplan.nhs.uk/implementation-framework/>
Interim People Plan <https://www.longtermplan.nhs.uk/publication/interim-nhs-people-plan/>
Summary – <https://www.nhsemployers.org/news/2019/06/interim-people-plan>)