

South London and Maudsley **NHS**
NHS Foundation Trust



NHS
Lewisham
Clinical Commissioning Group

Lewisham and Greenwich **NHS**
NHS Trust

Lewisham's Adult Integrated Care Programme

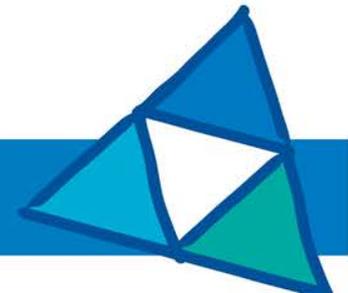
Presentation to
Lewisham CCG Governing Body
14 January 2016

 **Better health, best care**
for Lewisham people



Overview

- Lewisham's vision for a whole system model of care
- Public engagement
- Neighbourhood Care Networks
- Governance arrangements
- Delivering the new model - progress to date
- Next steps - immediate priorities

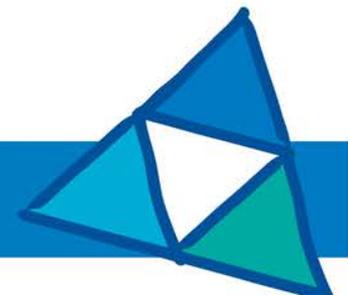


Lewisham's vision for a whole system model of care

Lewisham Health & Care Partners (Lewisham Clinical Commissioning Group, Lewisham Council, Primary Care and local GPs, Lewisham and Greenwich NHS Trust, and South London and Maudsley Foundation Trust) have the following shared vision:

To achieve a viable and sustainable 'One Lewisham Health and Social Care System' that will enable the local population to maintain and improve their physical and mental wellbeing, enable independent living, and provide access to person-centred, evidence-informed, high quality, yet cost-effective pro-active care, when it is needed.

Our implementation plans for 16/17 and beyond will translate our vision to provide a clearer picture of what the new system will look like and set meaningful actions.



Public Engagement

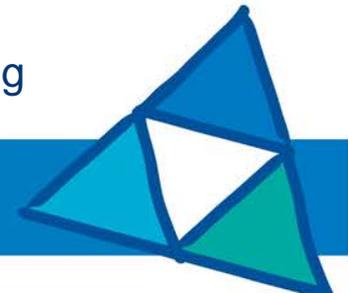
During 2015, users told us they want:

- Improvements in GP and/or walk in centre access, improvements in appointments and waiting times, especially out of office hours
- Better communication, information and integrated record sharing, both between patients/users/carers and services, and between the services themselves
- Integrated, high quality, coordinated, person centred care and support with services provided where possible at a local or neighbourhood level
- Improved services, particularly around mental health support and social care
- More diverse communication channels about the services available particularly on prevention and support on financial and emotional issues
- A focus on prevention, through proactive care and by building strong communities



Neighbourhood Care Networks

- Four Neighbourhood Care Networks (NCNs) are being developed in Lewisham to bring together the different organisations, individuals and agencies involved in a person's care
- No single blueprint for NCNs but the foundations of our NCNs will be:
 - Improved access to preventative and early intervention support locally
 - Effective multi disciplinary working, focusing initially on those most at risk
 - Transformed general practice and primary care rooted in the community
 - Integrating physical, mental health and social care
 - Establishing effective links to other organisations or support at a community level to enhance a person's health and wellbeing
- Work on building NCNs must be done at the same time as the required transformation in secondary care
- There will be a continued focus on improving quality and maintaining safety
- Staff will be expected and supported to work differently across the system
- Investment will be required to move to the new model and ways of working



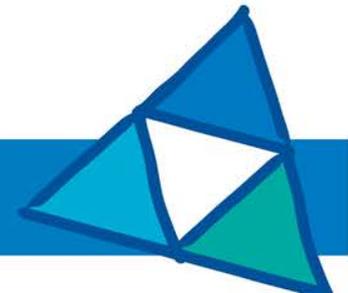
Governance arrangements

- A reconstituted Adult Integrated Care Programme Board provides system wide leadership and accountability for the delivery of the new model to improve the health and wellbeing of the local population
- Board members are:
 - Matthew Patrick (SLaM) - Prevention & Early Intervention
 - Marc Rowland (CCG and GP)- General Practice
 - Aileen Buckton (LBL) - Neighbourhood Community Teams
 - Martin Wilkinson (CCG) - Enhanced Care & Support
 - Tim Higginson (LGHT) - Estates, ICT and workforce
 - Danny Ruta (LBL and Director of Public Health)
 - Colin Stears (Management Partner, St John's Medical Centre)
- The Board is supported by an operational group and programme lead who have responsibility for the development of the programme's annual plan and critical path
- Dedicated scheme managers and capacity to support financial modelling and communications and engagement are being put in place to increase scale and pace
- The Better Care Fund is aligned with the delivery of the AICP priorities



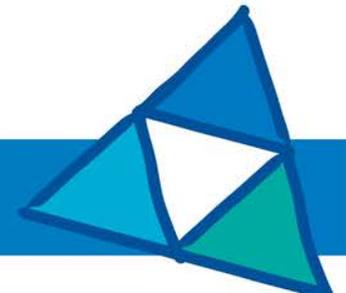
Delivering the new model - Progress to date

Schemes and enablers



Prevention & early intervention

- A new Social Care and Health website went live in August. The website provides a comprehensive up to date resource which can be used by users, carers and service providers alike
- A Social Care and Health Directory of Services is also available
- Developing the Single Point of Access, building on Phase I which brought together Social Care and Advice Team (SCAIT) and district nurses
- Screening tools have been introduced to improve prevention and to facilitate referrals to other services such as the Handyperson Service. The screening tool is initially being used with people who have fallen and are known to Linkline (Community Alarm Service).
- Redesigning fall prevention and management services by establishing a community based falls team and improving interventions for those at risk of falling.



Primary Care: 2015/16

- ✓ Supporting the development of the newly established four GP federations, based around geographic neighbourhoods.
- ✓ Lewisham Neighbourhood Primary Care Improvement Scheme (LNPCIS), was launched in 2015/16 with all GP practices. The scheme focusses on delivering Co-ordinated Primary Care on a population basis;

1.	Avoidable hospital admissions	Through improved case management, systems and processes in primary care reduce the number of avoidable hospital admissions.
2.	Neighbourhood Working	Providing dedicated time for GP practices to work together to deliver improved outcomes for their neighbourhood.
3.	Self-management	Maximising the opportunity for patients to take part in structured self-management programme for Diabetes and COPD.
4.	Care Plans	Delivering co-ordinated care ensuring that those over 60 years have Care Plans.
5.	Cancer	Ensuring the early detection and prevention of cancer.
6.	End of Life	Supporting GP practices to improve the experience of people at the end of their life – through training and education.
7.	Immunisations	Improving take up rates for vaccinations (Flu and Pneumococcal) that can often result in avoidable hospital admissions.
8.	Public Engagement	Supporting GP Patient Participation Groups to better engage with how primary care services are designed and delivered.



Neighbourhood Community Teams

- Work to develop joint processes is underway. The NCTs have co-designed approaches to improving information sharing, specifically in relation to pressure care. A protocol for multi-disciplinary meetings is being developed and will be implemented from April.
- Work to improve the referral processes between the NCTs and mental health services is underway. A workshop for key staff is taking place on 25th January.
- A business case to provide additional capacity to develop key joint processes will be submitted to the Board this month. If approved, two new posts will establish an integrated approach to assessment, case management and key working.
- Co-location of the NCTs is being rolled out in Neighbourhood 1. This should be operational by April 2016. An options appraisal for the other 3 neighbourhoods is being developed.
- A review of the Neighbourhood Team Co-ordinator (NTC) role has been undertaken in consultation with the NTCs, their managers and key stakeholders. Feedback on the impact of the NTCs has been overwhelmingly positive, however, the current job description and line management arrangements require updating to refine the focus of the role and improve the NTCs' effectiveness.



Enhanced care & support

Main purpose is to reduce avoidable admissions as a result of either health or care crisis and facilitate effective discharge.

ECS is a set of coordinated and coherent interventions for up to six weeks.

Current Areas of work:

Undertaken a series of audits across ECS – resulting in the following:-

- Home Ward business case development in progress
- Rapid Response business case development
- Redesigning of Admission Avoidance in ED, Supported Discharge and Community bed usage

All the above link to the development of an Ambulatory Care Unit which includes an Elderly Frail Pathway

Other work includes the development of business cases for a) Neuro-rehabilitation Navigators and b) Palliative Care



Enablers

– estates, workforce and IM&T

- An estates strategy is being developed to meet the requirements of Lewisham's Adult Integrated Care Programme - the estate audit work already undertaken in Neighbourhood 4 (south east Lewisham) is to be rolled out across the whole borough.
- Work to extend the Connect Care dataset continues and will include adult social care data
- Work is underway to use IM&T as an enabler to support the provision and delivery of integrated care, to facilitate mobile working and to help meet the challenge of becoming paperless organisations – as set out in the draft CCG's IM&T strategy which is being finalised
- Held “Under One Roof” and Working Together Better” workshops for neighbourhood community teams staff and on the values and behaviours required to support multidisciplinary working
- Undertook a stocktake of provider workforce development activity in order to identify areas of overlap between different partner organisations and to identify shared or common priorities for further joint working and development activities



Next Steps: Immediate priorities

- Finalising the programme's delivery plan and performance framework for 16/17, assessing risks and benefits and identifying the key milestones for 17/18 and beyond
- Clarifying the models needed to deliver effective services across all parts of the system
- Aligning the work of the programme with other service redesign and quality improvement work taking place elsewhere
- Developing Lewisham's Neighbourhood Care Networks, building on the foundations already in place, including four neighbourhood GP federations, neighbourhood community teams, community mental health teams, multi-disciplinary meetings and community connections.
- Improving communication and engagement on our ambition, vision and expectations with all stakeholders across Lewisham
- Getting the right capacity and capabilities at all levels and across all parts of the system to achieve the transformation at the pace and scale that is required.

