



ISLINGTON

In partnership with



Islington

Clinical Commissioning Group

Health and Care Integration in Islington – an update

Health & Wellbeing Board – November 2019

Jess McGregor, Julie Billett & Clare Henderson

Integration – A recap on the March 2019 Health & Wellbeing Board

1. We discussed

- Our long standing history of positive collaboration around health and care integration in Islington
- Our 2017-18 Annual Section 75 reports
- The changing NHS context – Integrated Care Systems
- The changing local context – The NHS Long Term Plan, Localities & Primary Care Networks

We agreed

- To draft a letter from whole Health and Wellbeing board in response to the Islington Intergreat event setting out our ambitions for the Integrated Care System for Islington
- To begin to develop new ways of working locally to bring this ambition to life

Integration – An update on the last 6 months

Integreat response – April 2019

January 2019 saw the publication of the NHS Long Term Plan setting out the aspiration of integrated care systems. This indicated that the role of what was the North Central London Sustainability & Transformation Programme (NCL STP) would change as we move towards an integrated care system (ICS) at a 5 borough level, with local borough facing partnerships.

Following the Integreat workshop in February 2019 we agreed as a borough system to submit our response to the NCL proposals for how that ICS should develop.

The principles underpinning our shared ambition

- the borough is the basic unit of health and care integration
- strengthened public/resident voice at all levels
- 5 borough strategic planning and commissioning, where it is appropriate
- Care pathway development should be underpinned by evidence, best practice, and the local context
- 5 borough outcomes must be built from the bottom up
- Prevention must be rooted and driven at a borough level
- Public Health has an important role to play across the system
- Adult Social Care, and its markets, will continue to be governed at a borough level
- Our ambitions are whole population & all age
- Wider local government services, representing the wider determinants of health must be integral

Our next steps

- the locality programme will be the bedrock of borough and locality delivery
- we will develop an Islington Joint Strategic Resource Assessment
- we will develop a single Islington population health and wellbeing outcomes framework
- These will enable us to develop a joint, medium term strategic financial plan and delivery strategy

H&WB Development session – July 2019

Our Crossroads

- We are leaving the “as is” whatever happens
- We must strengthen and hardwire what matters most to us in our Islington focus or risk losing influence over the local
- The new world will require us to work differently
- Systems thinking vs Organisational thinking
- Resourcing the system to move towards prevention

A declaration of the possible

- the best place in the country for prevention and early intervention in health and wellbeing.
- We will:
 - oversee all the wider determinants of health
 - Enable new ways of working – between our staff and residents
 - Ensure equality of access and outcome
 - create a place where people feel supported but are enabled
 - make tangible differences to residents & patients
 - finally deliver our long “dreamed about” integration

How?

- Keep it simple with minimal bureaucracy
- Keep a broad and inclusive approach

Governance implications

- Consider proposals for new governance arrangements for a Local Borough Partnership

How do we shift to a system that acts together to improve resident outcomes and overall system sustainability, even where this may be counter to individual organisational interests, and/or require ceding of some control

Integration – An update on the last 6 months

NCL Integrated Care System design work – May – Oct 2019

The NCL Integrated Care System Design task and finish group has met five times and has concluded the initial phase of design work.

This has resulted in:

- Working agreement on the levels for particular functions (including enabler functions)
- Agreed chapter on integration for the NHS Long Term Plan
- Self assessment of borough maturity matrix and emerging development plans for boroughs
- An agreed work plan for NCL wide work

At the same time, at a borough level, work has been ongoing to develop integrated care partnerships and form shadow arrangements.

NHS England has approved the 5 CCGs to merge as a single CGG across NCL in April 2020.

These pieces of work will support further clarity on the vision, through working with partners to set out the cross cutting aims for what we want to achieve by April 2020 and April 2021.

Borough Partnership Development Group – monthly

Workstreams progressing

- Joint Strategic Finance Assessment – Siobhan Harrington
- Comms, Engagement & Participation Strategy – Tony Hoolaghan
- Governance Task & Finish Group – Jess McGregor & Clare Henderson

Key developments

- Legal & constitutional constraints mean that the Health & Wellbeing Board can't be our Borough Partnership decision making body. Therefore:
 - We will propose a new governance structure
 - We will need to review the Health & Wellbeing Board in light of this
- We are keen to build our partnership around a life course approach underpinned by a focus on
 - The best start in life
 - Living Well
 - Ageing Well
- We are keen to establish a closer, and more formal connection, between the Borough Partnership and the Localities programme
- We are keen to get our shadow Borough Partnership up and running

Integration – An update on the last 6 months

Localities Programme

What have we done?

Established a prototype for a new multi-disciplinary team for the North Locality, co-located at Newington Barrow Way and aligned with the new North Primary Care Network

Engaged staff at all levels across the partnership through a really enthusiastic and dynamic 'Ground Work' group

Run a range of positive events including marketplace events and walking tours

Started thinking about how to extend work to the South and Central localities

What have we learnt?

- Organic "bottom up" approach really helpful for encouraging creativity and ensuring buy in
- Staff appreciate opportunity to build relationships across disciplines and organisations
- Work to date has been focused primarily on "vulnerable adult" cohort
- Need to ensure much clearer governance and workplan going forward – addressing both operational delivery and wider systems leadership – to ensure clear and tangible benefits for local people

For the next phase, we need to both accelerate and expand the work

- Build on the learning – bottom up, multi-disciplinary teams which join things up for local people
- Set out clear and compelling narrative that describes both what we are trying to achieve and how we will get there
- Deliver shift towards greater early intervention and prevention
- Provide a framework for major systems change including health & care integration plus the forming of a new relationship with civil society/local communities
- Establish clear governance and accountability

Integration – Moving Forward for a Fairer Islington

- For the next phase of health and care integration in Islington, we want to accelerate the pace of change.
- This will build on our experience to date to establish an integrated approach at every level of business starting from vision and strategy and extending to operational delivery at the front line to generate improved outcomes and experiences for residents.
- The new North Central London (NCL) arrangements help to make the case for us:
 - whilst acute commissioning will increasingly take place across the five boroughs
 - this leaves community health services to be commissioned in a more integrated way at borough level



Integration – High Level Road Map

