

# **Place Based Development, including Western Birmingham**

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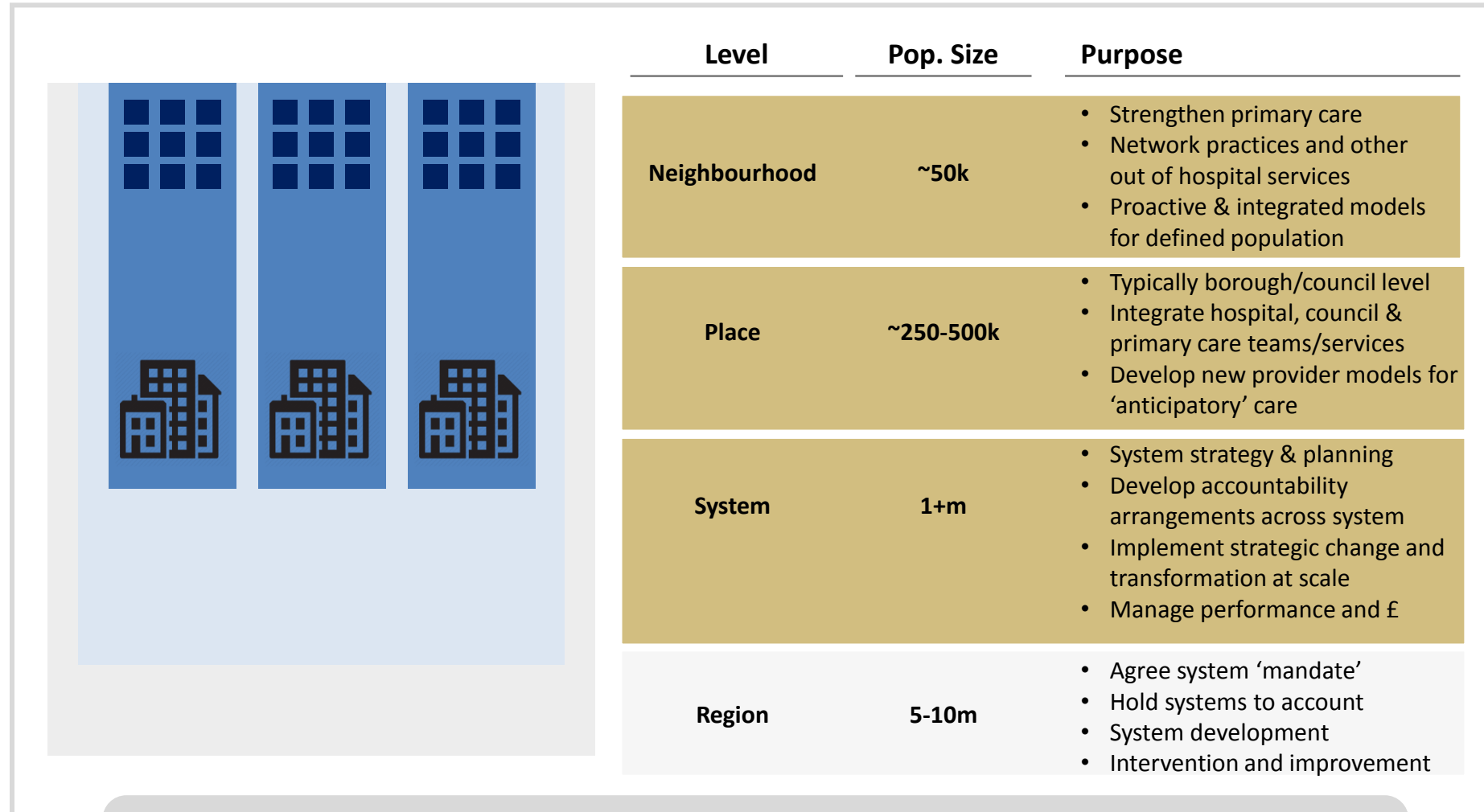
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# Introduction

The presentation will:

- Provide an overview of emerging NHS national policy and planning guidance
- Provide an overview of placed based locality development across Birmingham
- Progress on Western Birmingham joint working arrangements
- Recommendation and next steps.

# National: what is an integrated care system?



Each level performs specific functions under the following common headings

- Leadership and workforce
- Strategy and planning
- Population health management & care redesign
- Performance and improvement
- Managing collective resources

# What should be done in places?

	Beginning	Maturing
Leadership & workforce	<ul style="list-style-type: none"> <li>Partner with local government to develop a shared strategy for integration across health and social care</li> <li>Engage staff (NHS, social care and VCS) &amp; local community</li> <li>Implement actions to retain shortage staff</li> </ul>	<ul style="list-style-type: none"> <li>Clinicians leading service integration across providers</li> <li>Develop multidisciplinary workforce models</li> <li>Develop meaningful &amp; continuous ways to involve staff and residents in decisions</li> </ul>
Strategy and Planning	<ul style="list-style-type: none"> <li>Provider trusts (acute, community and MH), primary care providers and local government are engaged in system-wide strategy and planning</li> </ul>	<ul style="list-style-type: none"> <li>Develop place-specific plans that underpin system strategy and both aggregate and inform neighbourhood plans</li> <li>Providers (including primary care and networked care homes) and local government lead the development of these plans</li> </ul>
Population health management and care redesign	<ul style="list-style-type: none"> <li>Implement UEC priority actions including reducing DTOCs and length of stay, especially long waiters</li> <li>Use data (eg RightCare &amp; GIRFT) to identify and tackle unwarranted variation</li> <li>Invest in targeted prevention programmes with Local Authorities</li> <li>Catalyse full coverage of GP networks at neighbourhood level</li> </ul>	<ul style="list-style-type: none"> <li>Identify population segments with high utilisation or unmet need (population health analyses)</li> <li>Develop integrated services and teams (NHS and social care) to keep people out of hospital</li> <li>Network hospitals and mental health services to improve resilience and standardise care</li> <li>Design new provider collaborations, alliances, contracts or organisational forms to 'hard-wire' integrated teams/services</li> </ul>
Performance and improvement	<ul style="list-style-type: none"> <li>Improve delivery of constitutional standards</li> <li>Agree models of shared accountability for primary care networks</li> </ul>	<ul style="list-style-type: none"> <li>Instigate clinically led quality improvement</li> <li>Hold networks/neighbourhoods to account</li> <li>Lead recovery of standards, without outside intervention</li> </ul>
Managing collective resources	<ul style="list-style-type: none"> <li>Manage within provider and commissioner control totals</li> <li>Deliver mental health investment standard</li> </ul>	<ul style="list-style-type: none"> <li>Capable of taking on a delegated budget</li> <li>Collaborate across system &amp; with other providers to improve efficiency</li> <li>Develop patient-level costing data</li> </ul>

# Birmingham developments

- Five localities, coterminous with parliamentary constituencies:
  - North- Single commissioner /STP
  - South- Single commissioner/STP
  - East- Single commissioner /STP
  - Central –Single commissioner/STP
  - Western –Two commissioners/Two STPs/JCC
- Place based work has commenced, through BSoI STP Ageing Well Programme
- Birmingham and Solihull STP partners working on foundations for integrated care system
- SWB CCG working on place based model and provider alliances to deliver improved outcomes across life course.

# Western Birmingham

Current position:

- Joint Commissioning Committee in place between two CCGs
  - Shared independent leadership - NED sits at both Governing Bodies
  - Agreed clinical leadership
- Two CCGs and two STPs
- SWB CCG is now a full member of BSol STP (not an associate), as well as Black Country STP
- A single Better Care Fund for Birmingham
- Good joint commissioning arrangements around mental health and children
- There has been a different approach to development of system strategy and defining 'place' between the two CCGs to date
- There is strong commitment to agree and align with partners the strategic and operating model for citizens and partner organisations in Western Birmingham
- There should be one conversation with partner organisations and the public when developing the strategic plan for Western Birmingham.

# Principles of joint working between two CCGs

The CCGs jointly agreed in 2017:

- Ensuring the best possible quality and care for the population and putting the patient first
- All decisions will be made jointly, will be clinically informed and the sovereignty of each organisation will be retained through clear governance processes
- Existing joint working arrangements will continue to be built upon and refined
- Arrangements will ensure system sustainability
- Arrangements will align commissioning – there is no intention to merge
- Arrangements will utilise existing skills and staff
- There will be no forced practice moves and no further moves of practices between the CCGs
- Recognition that the arrangements will evolve over time
- There will be no unintended consequences
- Understanding that boundary issues will occur with any configuration and this should not be prohibitive.

# Alignment

- Many areas of alignment already exist
- An agreement that 'place' and neighbourhoods are defined by geography not provider
- Focus is on citizens
- There should be clear agreed communication for Western Birmingham
- The health and care model should be full life course delivering agreed outcomes
- That the underpinning organisational development of CCGs needs to support strategic commissioning and development of Integrated Care Systems
- Agree to reduce unwarranted variation.



# Areas for further development

- Understanding the relationship between the two STPs strategic directions
- The health and care model for Western Birmingham ensuring alignment with BCF and STP programmes and strategies
- Joint Committee membership and work programme.

# Summary

- The Western Birmingham 'place' approach needs development and alignment
- The existing collaborative commissioning arrangements are already in place i.e. MH, LD, Children and BCF
- Alignment on the principles of integrated health and social care are required
- A committee has been established to coordinate strategic planning in Western Birmingham which needs strengthening
- There is a need to align the health and care outcomes for Birmingham which includes West Birmingham.

# Recommendations

The CCGs seek the support of Health and Wellbeing Board:

1. To support a focused workshop on the alignment of Western Birmingham health and care outcomes.