

## Planning for Future Population Health and Care Needs

### Framework Summary

This framework aims to provide an evidence-based approach to planning for the design and delivery of services, engaging the public and key stakeholders at an early stage in order to fully understand the health and care needs of our populations. Once we have collectively understood these challenges, we can develop solutions together for the future delivery of services to meet those needs.

The framework and the stages within it can be practically applied at the most appropriate geographic or population level. There is a clear emphasis within this approach on locally developed solutions.

There will be a balance to addressing challenges locally with those that impact on a wider geography or population and need to be addressed at a broader level or for a greater population. Work to establish the most appropriate level at which to plan and deliver services will support this balance. Decisions will not be made in isolation.

Public involvement and engagement will be critical throughout, along with the involvement of clinicians and care professionals. The specific design of these engagement approaches will be bespoke to the population or geographical area covered in the scope of the use of the framework.

This framework was approved by Oxfordshire Health and Wellbeing Board on 15 November 2018

### Principles of the approach – what we will and will not do

In line with the overarching principles of the Health and Wellbeing Board, we will uphold the triple aim for the people of Oxfordshire:

**Better Health and wellbeing** – improved population health and wellbeing

**Better Care** – transformed care delivery, improved quality and experience

**Better Value** – sustainable finances and optimal use of the Oxfordshire Pound

This is a **system approach** –partners will work together involving and engaging local communities to determine how best to meet future health and care needs. Solutions will be developed as a system not as individual organisations;

- **Population health management** principles will be followed – planning will include prevention and a focus on the wider social determinants of health;
- We will promote and enable **community and patient involvement** and engagement throughout - this will include co-design of approaches and co-production of key outputs;
- We will promote and enable **clinical\* leadership**;
- Our work will be based on **parity of esteem** and address both physical and mental health;
- Future solutions and models of care will be **based on evidence** and will consider innovation and best practice from elsewhere;
- We will undertake appropriate reality checks – **are proposals realistically affordable, attainable**, can we be sure of a workforce to deliver the model(s), are the proposals right for Oxfordshire or a specific community within our County;
- We will sense check the level (geographic or population) at which solutions are being planned and developed – **we will not fragment or isolate decision making**;
- All planning approaches will be supported by robust **clinical and business cases** in the development of possible options;
- We will follow **best practice** and locally agreed change management approaches

The key stages of the framework have been summarised in the diagram overleaf. This should not be read as a set of prescriptive guidance or considered as the approach that will be applied to the whole of the County. It should be regarded as a support tool – the principles of which will inform how the planning and design for the future delivery of services will be approached.

\*The term 'Clinical' in this context is used in an all encompassing way and refers to leadership provided by social care experts, Drs, Nurses, Allied Health Professionals

Stages can be run concurrently

	Planning and Co-design	Population Health and Care Needs	Review of Services and Assets	Innovation and Good Practice	Meeting Population Needs	Development of options
Key Activities	<ul style="list-style-type: none"> <li>• <b>Co-design the detailed approach with particular emphasis on local involvement</b></li> <li>• Informed by JSNA and community profiles confirm the scope of the focus of the work – neighbourhood / Town / locality etc</li> <li>• Establish a core project team</li> <li>• Establish a stakeholder group</li> <li>• Establish a clinical / professional group</li> <li>• Develop involvement strategy and communications plan</li> <li>• Hold a community event(s) to introduce and kick off the project</li> </ul>	<ul style="list-style-type: none"> <li>• Start population health management approach</li> <li>• Build on existing work to understand the current and future population needs</li> <li>• Identify key leads to be engaged in development of specific aspect of the needs assessment work</li> <li>• Segment the population to identify and consider need, use modelling to predict trends and changes</li> <li>• Identify any urgent or immediate concerns that require action</li> <li>• Plot out timescale for significant population changes linked to growth deal</li> </ul>	<ul style="list-style-type: none"> <li>• Identify key individuals and organisations to undertake review</li> <li>• Map what services are provided by whom, where and when</li> <li>• Map which population accesses the services</li> <li>• Identify physical assets and the services provided from those assets</li> <li>• Capture any sustainability issues – workforce, physical condition of buildings, non recurrent funding etc</li> <li>• Where possible highlight activity - what population segments access which services</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of innovative approaches to the future delivery of services</li> <li>• Identify and understand the successes and impact that early adopter sites have achieved</li> <li>• Consideration of latest ideas and clinical good practice</li> <li>• Establish local views and ideas from those delivering services on how services could be provided differently in the future with innovation and integration</li> <li>• Work to identify initiatives and programmes that will address wellbeing and prevention</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Co-design a range of small solution building events or a significant accelerated event</b></li> <li>• Draw up suggestions and proposals directly informed by the preceding stages that will meet the identified population needs</li> <li>• Test whether or not all challenges or gaps can be addressed locally</li> <li>• Considering population health management what impact and benefit could wellbeing and prevention initiatives have for the future</li> <li>• Challenge – are emerging solutions / proposals affordable and deliverable</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Further refine options informed by local engagement events</b></li> <li>• Any additional detailed modelling and analysis to test proposals</li> <li>• Present options tested against deliverability, operational sustainability, affordability</li> <li>• Utilise a recognised Outline Business Case approach such as a 5 case model to summarise options for consideration</li> <li>• Identify any quick wins</li> <li>• <b>Confirm any potential significant service changes</b></li> </ul>
Key Questions to be answered	<ul style="list-style-type: none"> <li>• <b>How can co-design be enabled?</b></li> <li>• <b>How will the approach be organised?</b></li> <li>• <b>Who will lead the project from the system?</b></li> <li>• <b>Who should be involved in this work locally?</b></li> <li>• <b>How do people want to be involved?</b></li> </ul>	<ul style="list-style-type: none"> <li>• What are the needs of the population across health and care?</li> <li>• What are the specific needs of segments of the population?</li> <li>• What future developments are planned that may change population requirements?</li> <li>• Is any immediate action required?</li> <li>• <b>What are local views of need?</b></li> </ul>	<ul style="list-style-type: none"> <li>• What, where and when services are provided?</li> <li>• Where do patients that access the services travel from?</li> <li>• What are the physical assets in the system?</li> <li>• <b>What services do local people value and why?</b></li> <li>• <b>What do we understand about local groups and schemes?</b></li> </ul>	<ul style="list-style-type: none"> <li>• What emerging clinical and professional best practice is relevant to this population?</li> <li>• What future opportunities should we consider with respect to innovation and new models of care?</li> <li>• How could a less fragmented more integrated approach to health and care be of benefit?</li> </ul>	<ul style="list-style-type: none"> <li>• How could we work together as a system to best provide services to meet the needs of the population and at what scale?</li> <li>• What provider delivery models, commissioning approaches, clinical and service delivery models support that?</li> <li>• What can wellbeing and prevention support?</li> </ul>	<ul style="list-style-type: none"> <li>• What are the possible options for the future delivery of services that meet tests for deliverability</li> <li>• Do any options meet a test for significant service change?</li> <li>• What options are there for initiatives that will support and promote healthy living in the longer term?</li> </ul>
Community Involvement	<ul style="list-style-type: none"> <li>• Co-design of approach</li> <li>• Initial public event with the community</li> <li>• Co-production local communications and engagement plan</li> <li>• Establishment of stakeholder group</li> </ul>	<ul style="list-style-type: none"> <li>• In line with co-designed approach e.g public events</li> <li>• Delivery in line with co-produced communications and engagement plan e.g. use of local Area Committees or similar to highlight findings</li> </ul>	<ul style="list-style-type: none"> <li>• In line with co-designed approach e.g public events</li> <li>• Delivery in line with co-produced communications and engagement plan e.g. use of local Area Committees or similar to highlight findings</li> </ul>	<ul style="list-style-type: none"> <li>• In line with co-designed approach e.g public events</li> <li>• Socialise emerging case for change locally</li> <li>• Innovation events</li> </ul>	<ul style="list-style-type: none"> <li>• 2 day 'Open Space' solution building event</li> <li>• Delivery in line with co-produced communications and engagement plan</li> </ul>	<ul style="list-style-type: none"> <li>• Continued involvement with community</li> <li>• Development of options</li> </ul>
Deliverables	<ul style="list-style-type: none"> <li>• <b>Co-production a project plan including timeline</b></li> <li>• Confirmation of a core team</li> <li>• Establishment of local clinical and professional steering group</li> <li>• Establishment of local community stakeholder group</li> <li>• <b>Initial public event</b></li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of population summarised specific to area</li> <li>• Specific trends and trajectories for population segments</li> <li>• Summary of known population changes plotted over years</li> <li>• <b>Understanding of local views of need</b></li> </ul>	<ul style="list-style-type: none"> <li>• Clear picture of what services are provided where, when and by which organisation</li> <li>• An understanding of those services provided by the third sector</li> <li>• Picture of social capital</li> <li>• A summary of physical assets</li> <li>• Understanding of distance travelled to access services</li> </ul>	<ul style="list-style-type: none"> <li>• Options and opportunities for what innovative approaches across health and care can meet the needs of the population</li> <li>• Ideas for how to work in a more integrated way</li> <li>• Ideas for a longer term approach to the management of health and wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>• Ideas and proposed solutions / options appropriate for the population and realistic scale</li> <li>• Options for new models of care</li> <li>• Suggestions for integrated delivery</li> <li>• <b>Community involvement in solution building</b></li> <li>• Scale of service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• A set of possible options for the future delivery of services across health and care, linked to key time or population change triggers</li> <li>• Proposals for longer term approaches that address wellbeing and prevention to improve overall healthy living</li> </ul>