

# Health and care system strategy development

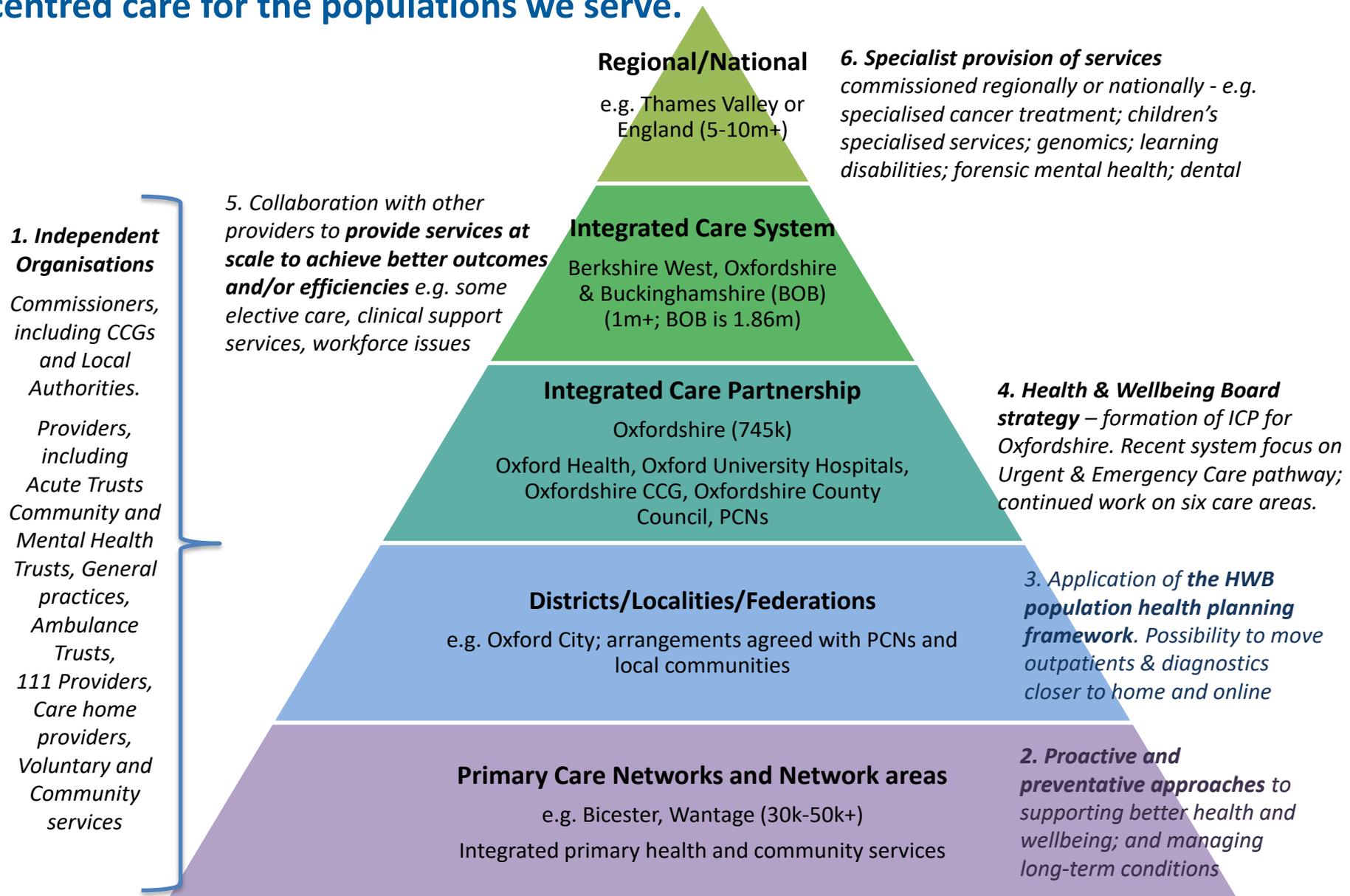
Summary presentation for the Health  
& Wellbeing Board, 13<sup>th</sup> June 2019



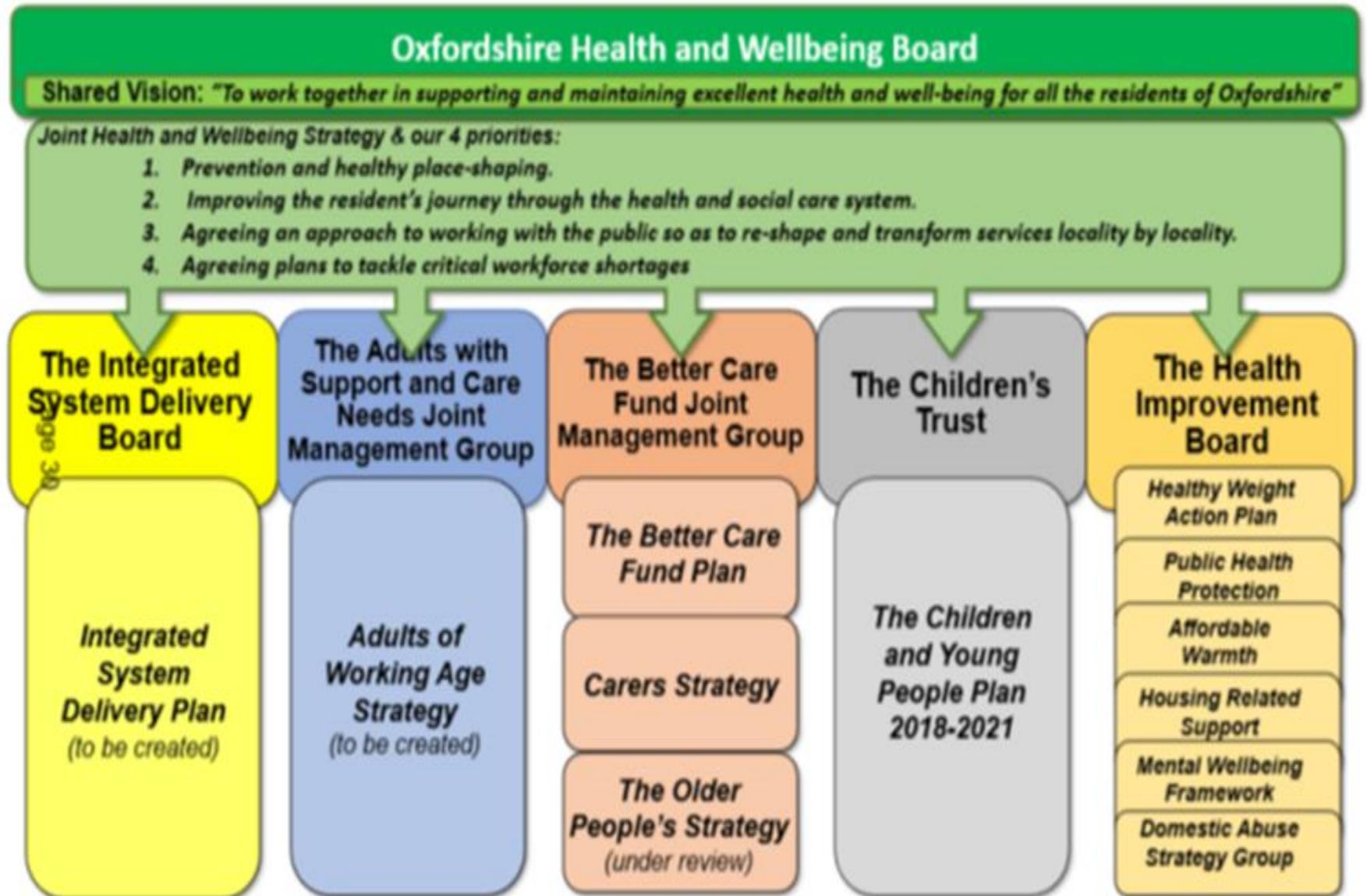
The NHS Long Term Plan sets out ambitions and vision for the next 10 years, as shown below. NHS organisations will need to provide responses at organisational and wider levels, working in partnership with local government and engaging widely with stakeholders.

| 1. Integrated Care  | 2. Prevention & Inequalities                  | 3. Care quality & outcomes                       | 4. Workforce                            | 5. Digital                 | 6. Efficiency               | 7. Engagement & Partnerships  |                                   |
|---|---|--|---|----------------------------|-----------------------------|---|-----------------------------------|
| Out of hospital care, including primary care networks and helping people to age well & manage multiple long-term conditions | Smoking                                       | Strong start in life for children & young people | Maternity & Neo-natal                   | Workforce planning         | Empowering people           | Financial balance   | Public engagement                 |
|   | Alcohol                                       |  | CYP mental health                       | Recruitment                | Supporting professionals    | Cash-releasing productivity, inc.<br>• Bank/agency<br>• Procurement<br>• Pathology<br>• OOHG GIRFT<br>• Prescribing | Health and employment             |
|   | Obesity                                       |  | Learning disabilities & autism          | Supporting current staff   | Supporting clinical care    |   | Health and justice                |
| Urgent and Emergency Care   | Air pollution                                 |  | CYP cancer                              | Productivity               | Improving population health | • Admin<br>• Estates<br>• Inappropriate interventions<br>• Reduce harm<br>• Counter-fraud                           | Health and veterans/ armed forces |
|   | Antimicrobial resistance                      |  | Other CYP                               | Leadership & Management    |                             |   |                                   |
| Personalised care, inc. personal health budgets and social prescribing  | Health inequalities                           |  | Better care for major health conditions | Cancer                     | Volunteers                  | Improving efficiency/ safety  | Reduce variation                  |
|   |   | Cardiovascular                                   |   |                            |                             |   |                                   |
| Stroke  |   |  |   |                            |                             |   |                                   |
| Diabetes  |   | Responding to growing demand                     |   | Health and the environment |                             |   |                                   |
| Respiratory   | Capital                                       |  |   |                            | Anchor Institutions         |   |                                   |
| Adult mental health   |   |  |   |                            |                             |   |                                   |
| Digitally enabled primary care and outpatients  | Integrated care systems and population health | Short waits for planned care                     |   |                            |                             |   |                                   |
|   |   | Research & Innovation                            |   |                            |                             |   |                                   |

# At each level we need to join up across organisations to provide person-centred care for the populations we serve.



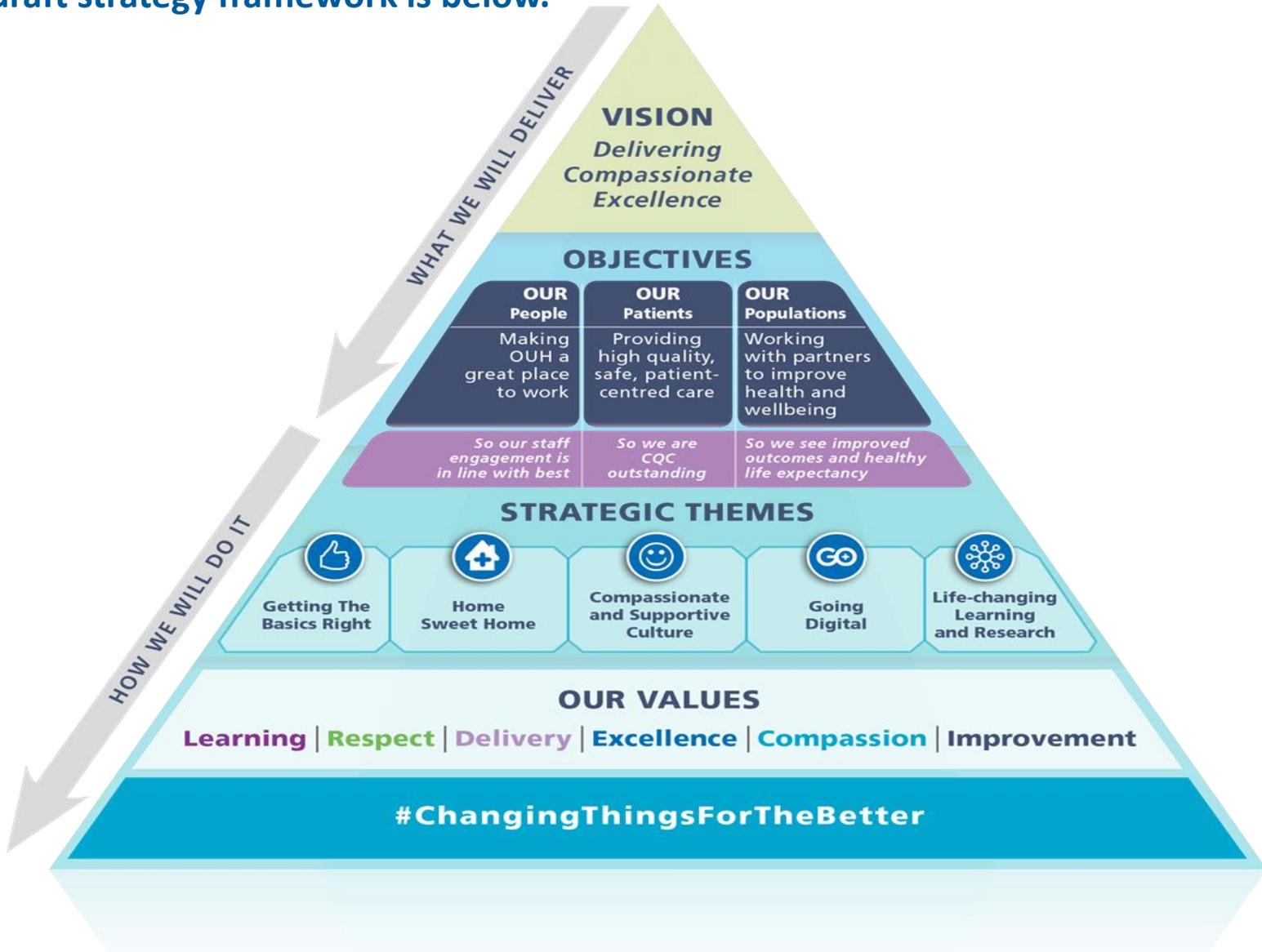
Our Health & Wellbeing Strategy and priorities set out the shared vision for Oxfordshire, which is well-aligned with national as well as local priorities. All organisations need to ensure that their strategies are contributing to achieving these priorities.



## Organisational strategies

OUH and OH are both refreshing their Trust strategies in the next few months and will be engaging with the community to help shape priorities.

OUH's draft strategy framework is below.



# Oxford Health NHS FT – strategic framework

## Vision

### Outstanding care

- Quality is at the heart of everything we do - outcomes, safety and experience
- Continuous improvement culture
- 'Ward to board' governance
- Digital to enhance patient care and access

### Outstanding people

- Passionate about the wellbeing of patients
- Career development
- Staff wellbeing
- Focus on retention
- Equality and inclusion initiatives

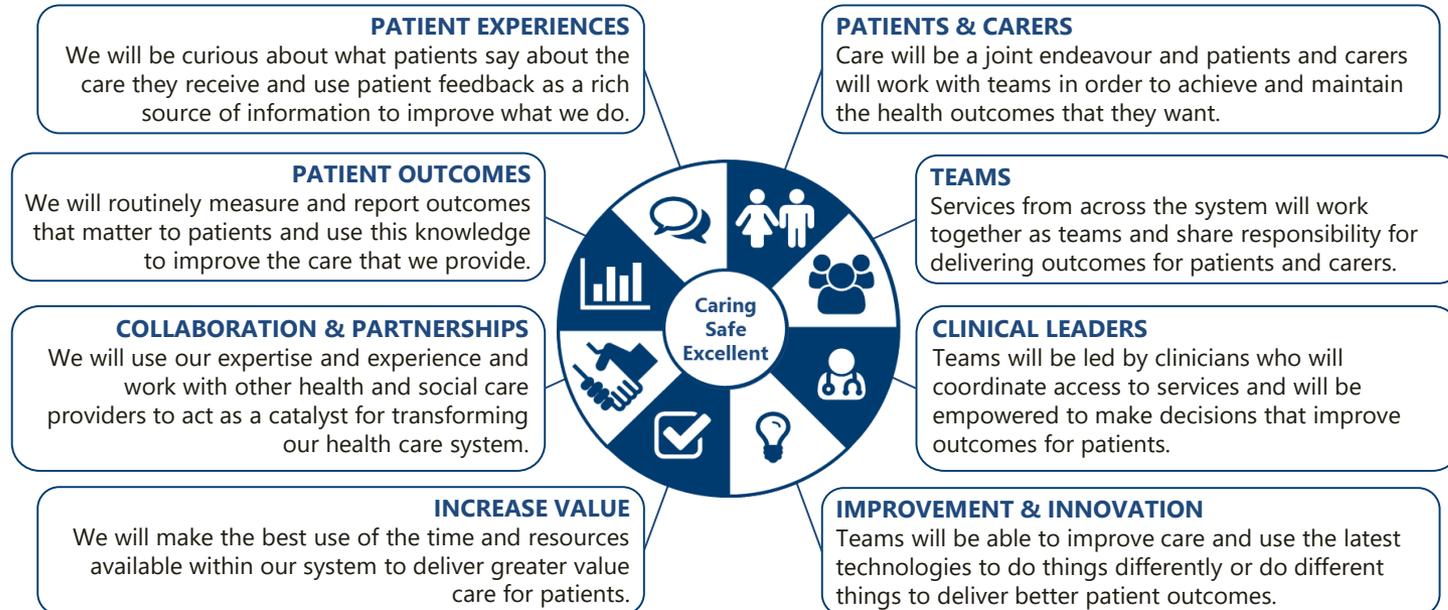
## Values

♥ Caring

⚠ Safe

★ Excellent

## Ways of working



## Oxford Health NHS FT – priority areas

### Priority areas and strategic themes under consideration

Sustainable mental health services

Delivering care at home and in communities inc. PCNs

Improving the lives of people with Learning Disabilities & Autism

New Care Models e.g. Eating Disorders, CAMHS

Workforce – leadership, development, wellbeing & retention

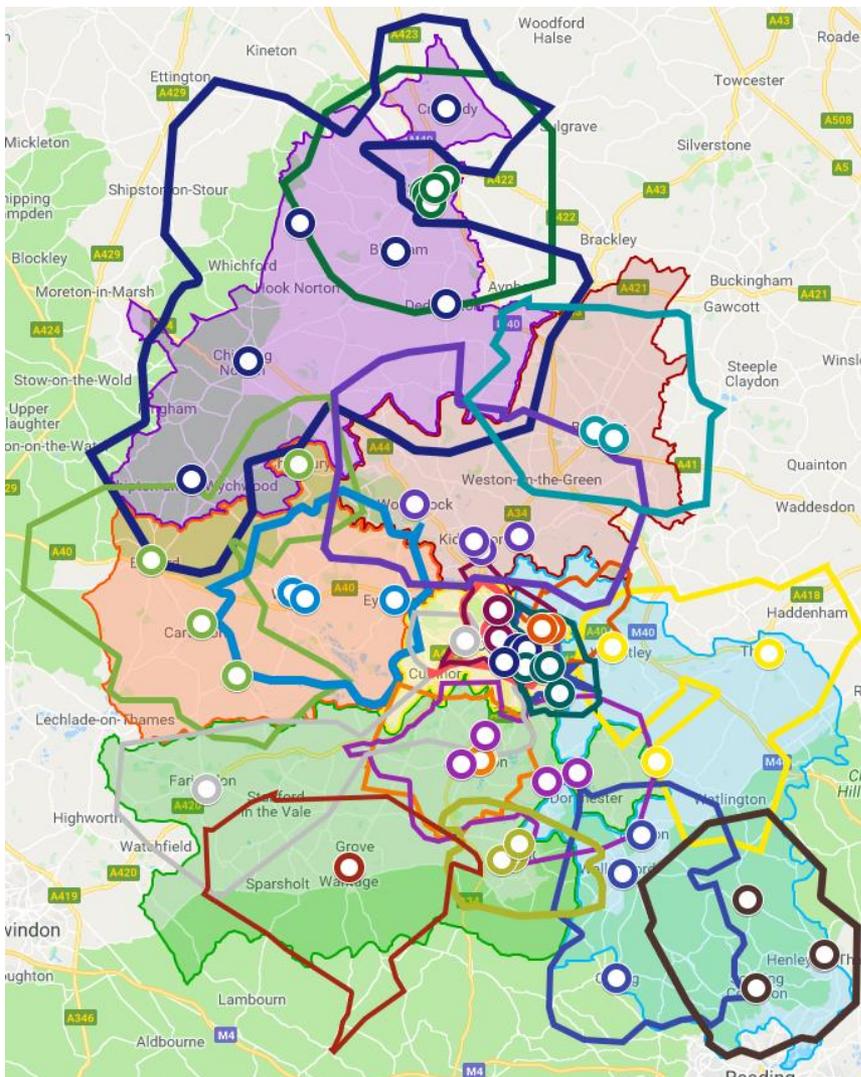
Digital by default – advice, access & care offer

Focus on QI, effective governance & financial stability

#### Supporting plans & programmes:

- Operational Plan
- Clinical plans (e.g. Dementia Strategy)
- Transformation programmes (e.g. Care Closer to Home)
- Enabling plans (e.g. Workforce Plan)

# Developing primary care networks in Oxfordshire



Practice main locations and PCN network areas (shaded areas denote CCG localities)

| Primary Care Network                         | Number of practices | Registered Population | District/s     |
|--|---------------------|-----------------------|----------------|
| City - East Oxford                           | 5                   | 47,535                | Oxford City    |
| City - OX3+                                  | 2                   | 43,391                | Oxford City    |
| Oxford Central                               | 5                   | 39,178                | Oxford City    |
| Oxford City North                            | 4                   | 42,990                | Oxford City    |
| SE Oxfordshire Health Alliance               | 4                   | 40,824                | Oxford City    |
| Banbury Town                                 | 6                   | 66,154                | Cherwell       |
| Bicester                                     | 3                   | 49,523                | Cherwell       |
| Eynsham & Witney                             | 4                   | 51,273                | West           |
| KIWY (Kidlington, Islip, Woodstock, Yarnton) | 4                   | 35,229                | Cherwell, West |
| NORA (North Oxfordshire Rural Alliance)      | 5                   | 47,666                | Cherwell, West |
| Rural West                                   | 4                   | 31,457                | West           |
| Abingdon & District                          | 4                   | 30,043                | Vale           |
| Abingdon Central                             | 2                   | 33,657                | Vale           |
| Didcot                                       | 3                   | 41,902                | South          |
| Henley SonNet                                | 4                   | 32,144                | South          |
| Thame  | 3                   | 30,525                | South          |
| Wallingford & Surrounds                      | 3                   | 32,052                | South          |
| Wantage                                      | 2                   | 30,070                | Vale           |
| White Horse Botley                           | 2                   | 31,366                | Vale           |
| <b>Total</b>                                 |                     | <b>756,979</b>        |                |

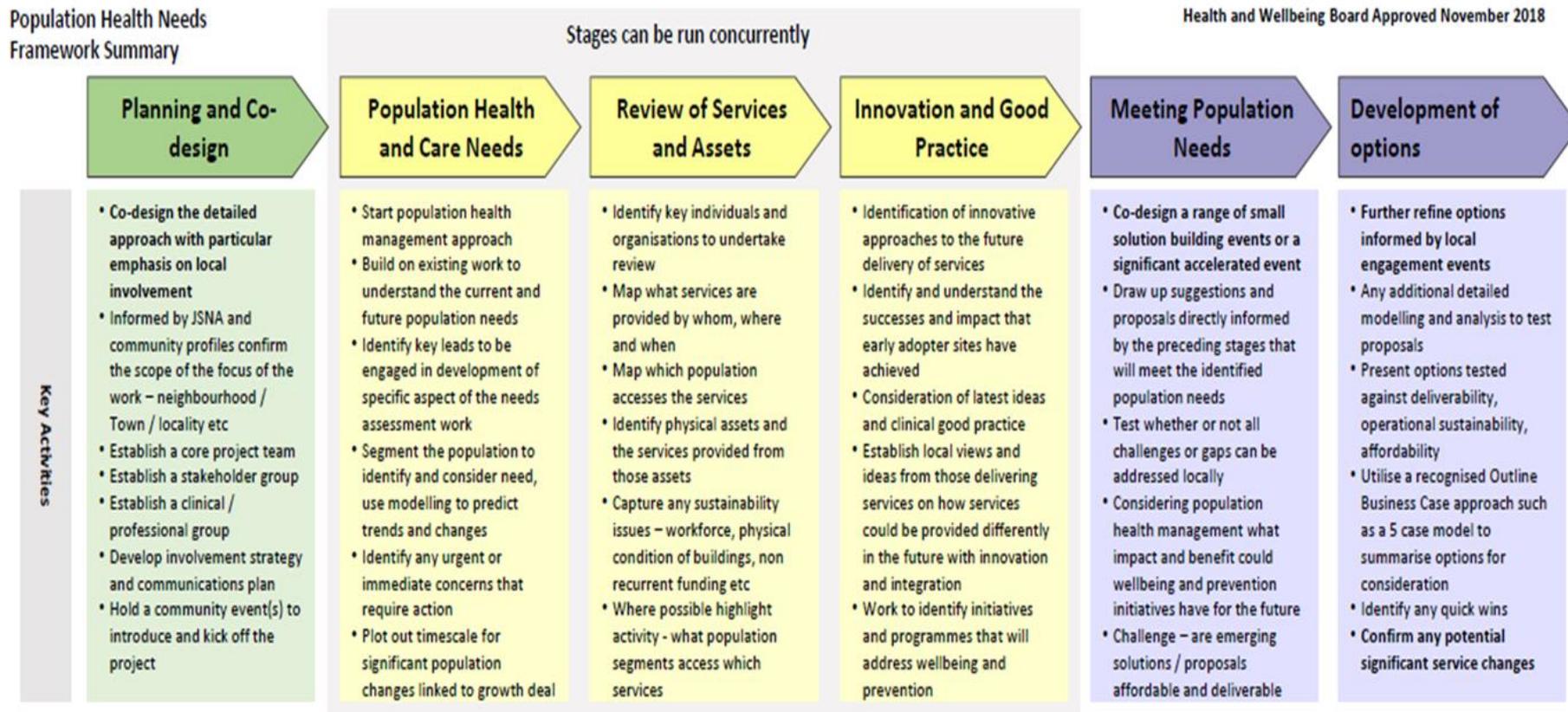
Practice registered list size as of 1 January 2019

# Applying our population health planning framework

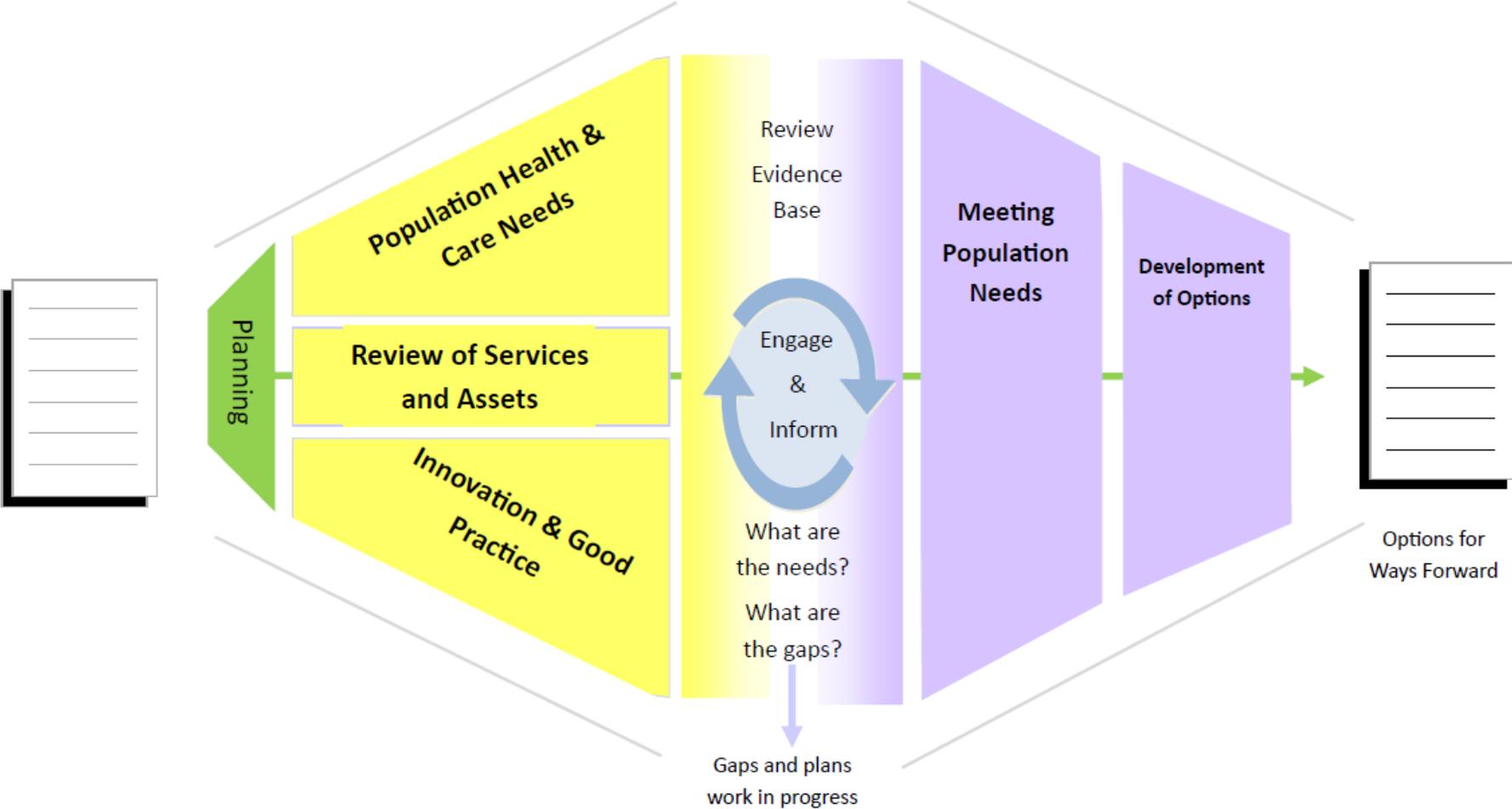
- Approved by the Health and Wellbeing Board in November 2018
- Currently in use in the Wantage area
- Subject to a Joint HOSC Task and Finish Group
- Progress good but challenges around first time delivery
- About to start rolling out in Banbury and surrounding area – including implementing strategic vision for the Horton now that the judicial review is completed (subject to findings of Joint HOSC on obstetrics)

## Population Health Needs Framework Summary

Health and Wellbeing Board Approved November 2018



# Delivery flow of population health framework



# Developing an Oxfordshire Integrated Care Partnership

The Oxfordshire Integrated Care Partnership (ICP) can be defined as the 'Place'-based alliance of providers, commissioners, local authorities and third sector providers that will work by collaboration not competition, with:

- An open book approach through a cost-based, system funding approach to managing the cost of care;
- Local Authority colleagues as important partners who have agreed to work with transparent and aligned budgets;
- A system Clinical and Care Forum to ensure we have coordinated, multidisciplinary clinical input into local decision making;
- A system Stakeholder Group to ensure we have a coordinated and proactive approach to public engagement.

The ICP is where providers work with commissioners using a population-based approach to ensure resources are targeted to the most appropriate need, aligned with our Health & Wellbeing Strategy.

## Year 1 Integrated Care Partnership priorities

- Support development of **Primary Care Networks with wraparound, integrated community teams**;
- Develop a **shared record** that these teams can use;
- Develop an information system and analytical capacity to enable PCNs to make progress on **population health management**;
- Apply results of work on **care pathway redesign** in areas of urgent and planned care; and
- Develop the roadmap to April 2021 that establishes the ICP accountability and governance arrangements needed for decision-making, safe care delivery and risk management.

With partners in Buckinghamshire and Berkshire West, we are working out a set of principles and priorities which determine where the BOB Integrated Care System can best add value.

*BOB has a place-based focus, recognising that system working at a county level is a key driver of much of the transformation across the BOB footprint.*

*These principles are to help us to achieve the best possible outcomes and the best value for the population we serve.*

**1.** Activities and decisions will occur as **locally** as they can, keeping close to patients and services.

**2.** Focus effort at the level where it will be most **efficient and effective** at achieving optimum outcomes.

**3. Reduce unwarranted variation** in outcomes and value.

**4.** Avoid wasted effort by **reducing duplication** within the system.

**5. Drive consistency** of intent, approach and outcome.

**6.** Align decisions with our long term **population health outcome goals** and our **long term plans and strategy**.

**7.** Deliver services in a way that is **well understood by our populations and those who deliver care**.

**With partners in Buckinghamshire and Berkshire West, we are working out which priorities the Integrated Care System can best add value on.**

**We are developing a plan to engage our populations on these priorities.**

| STP role  | Description   | Clarification and rationale    |                                     |   | STP/ICS oversight running through all strategic priorities<br>Partnerships & Engagement, including patient and public involvement |
|---|---|--------------------------------|-------------------------------------|---|---|
| <b>System design &amp; delivery</b>                             | Design approach to a problem at STP level. Deliver solution at STP level  | Population and economic growth | Acute collaboration on planned care | Strategic planning, resource allocation & system design |   |
| <b>System design &amp; place/org delivery</b>                   | Design approach to a problem at STP level but leave places/ organisations to deliver                                    | Workforce                      |                                     | Capital & estates                                       |   |
| <b>Set or confirm ambition and hold to account</b>              | Agree STP ambition (or confirm STP signs up to nationally set ambition) and hold places to account for/support delivery | Primary care, inc. PCNs        | Financial balance & efficiency      | Mental health   |   |
|   |   | UEC                            | Cancer                              | Maternity   |   |
| <b>Coordinate, share good practice, encourage collaboration</b> | Bring places/ organisations together to share approaches and solutions  | Research and Innovation        | Children and young people           | Personalised care                                       |   |
|   |   | Digital (tbc)                  | Prevention & reducing inequalities  | Population health                                       |   |

# Next steps



NHS LTP

Scoping

Strategy development

Strategic plans

Annual plans

Engagement

Ongoing delivery

**Regional/National**

e.g. Thames Valley or England (5-10m+)

**Integrated Care System**

Berkshire West, Oxfordshire & Buckinghamshire (BOB) (1m+; BOB is 1.86m)

**Integrated Care Partnership**

Oxfordshire (745k)  
Oxford Health, Oxford University Hospitals, Oxfordshire CCG, Oxfordshire County Council, PCNs

**Districts/Localities/Federations**

e.g. Oxford City; arrangements agreed with PCNs and local communities

**Primary Care Networks**

e.g. Bicester, Wantage (30-50k+)  
Integrated primary health and community services

**Aims:**

- Strategies to support achieving agreed priorities in the HWB strategy, as well as national plan
- Aligned approach across organisations
- Coherent strategies that link priorities across different geographies and populations
- Developed in line with Health & Wellbeing Board approach to engagement – open and transparent
- Focus on improving outcomes and services for the people we all serve