



## New Care Models Team

Bernadette Kennedy  
Clinical Associate  
@BernadetteKenn0  
19<sup>th</sup> April 2016

**Our values:** clinical engagement, patient involvement, local ownership, national support

# NHS Five Year Forward View

- Published in October 2014
- A shared vision across seven national bodies
- New care models programme key to delivery
- Focuses on both NHS and care services



Public Health  
England



**NICE** National Institute for  
Health and Care Excellence



**Our values:** clinical engagement, patient involvement, local ownership, national support

# The challenges we face

- 1** Health and wellbeing gap  
Radical upgrade in prevention
- 2** Care and quality gap  
New care models
- 3** Funding gap  
Efficiency and investment

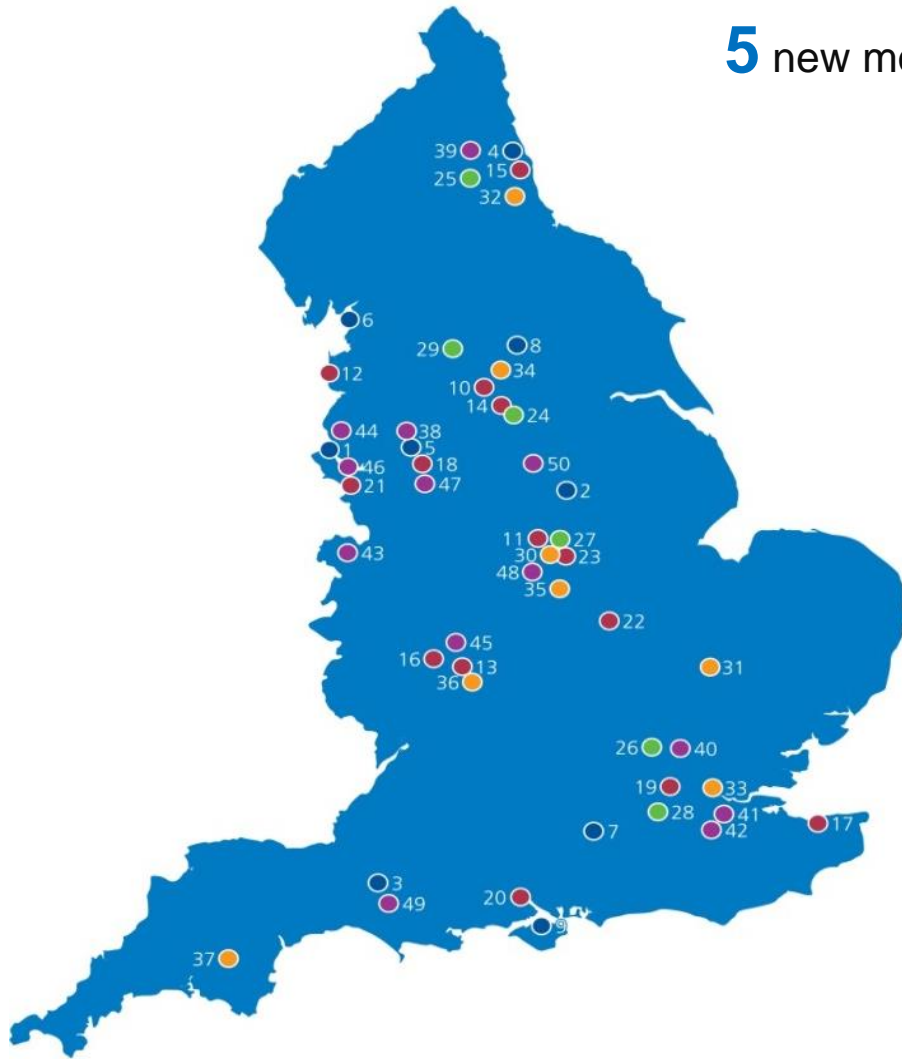
**Our values:** clinical engagement, patient involvement, local ownership, national support

# Our core values



**Our values:** clinical engagement, patient involvement, local ownership, national support

# 50 vanguards selected



**5** new models of care with a total of **50** vanguards:

- 9** Integrated primary and acute care systems
- 14** Multispecialty community providers
- 6** Enhanced health in care homes
- 8** Urgent and emergency care
- 13** Acute care collaboration

Our values: clinical engagement, patient involvement, local ownership, national support

# What will success look like?

- Nationally replicable models
- More accessible, more responsive and more effective health, care and support services
- Fewer trips to hospitals
- Care closer to home
- Better co-ordinated support
- 24/7 access to information and advice
- Access to urgent help easily and effectively, seven days a week



**Our values:** clinical engagement, patient involvement, local ownership, national support

# Integrated primary and acute care systems (PACS)

**Nine areas** are changing the ways health care has traditionally been provided, bringing much closer together **family doctor, hospital, community, mental health** and **social care** services in one **single organisation or partnership**. By coming together, one organisation will be responsible for people's care whatever they need, whatever service

## Vanguards making it happen

- In **Mid-Nottinghamshire** integrated teams are now live; these are providing preventative treatment to patients deemed to be at high risk of future admission. Also established a citizens' board, made up of patient representatives, who support the development of communications and engagement activity
- 18 of the 20 practices in **South Somerset** have developed a joint venture model between the hospital and primary care, which will be able to hold a capitated budget for a population, drive innovation and deliver integrated services
- **Better Care Together** is developing multidisciplinary core teams based within communities across Morecambe Bay. There will be increased general practice capacity and capability, with an expansion of community based specialist services
- On the **Isle of Wight's** integrated 'My Life a Full Life' model is prevention based, promotes health and wellbeing and is built on experience-based co-design. It is also founded on the principles of self-care and empowered communities

**Our values:** clinical engagement, patient involvement, local ownership, national support

# Multispecialty community providers (MCPs)

These **14 vanguards** are focussing on taking services traditionally provided in **hospitals into the community**, bringing care **nearer to patients' homes**

## Vanguards making it happen

- **Calderdale** has been engaged patients and the public to have meaningful conversations and tell their stories in an accessible way. Local people have been trained as engagement champions to communicate with local people
- New wrap-around services based within community hubs are emerging. **Fylde Coast** has opened two extensive care services – located in community health and wellbeing centres - in June 2015 with another five planned over the next 18 months
- **West Cheshire** have adopted a 'cradle to grave' approach and their care model is based in the community and emphasises self-care. They are working with schools for these to become places of care
- In **Stockport**, a facility will be developed to allow GPs to call consultants directly for advice initially across up to eight specialties using a cascade system. The vanguard will also utilise the skills of social care and third sector partners to build community capacity in each neighbourhood

**Our values:** clinical engagement, patient involvement, local ownership, national support



# Enhanced health in care homes

**Six vanguards** are working to improve the quality of **life, healthcare** and **planning** for people with **long term conditions** living in care homes

## Vanguards making it happen

- **Gateshead Care Home Project** sees individual GP practices each allocated to a specific care home, making it possible to offer greater continuity of care and more effective prevention of illness through regular home visits
- **Airedale and partners** is using technology to improve care locally: supporting residents who are sick by providing a secure video link to senior nurses, so they can remain in the care home. Have already seen a large reduction in hospital as place of death for palliative patients and reductions in A&E admissions/non-elective hospital admissions
- **Connecting Care** in Wakefield has introduced E-learning for care home staff and carers to support well-being and resilience of people with dementia. This programme has had positive outcomes with improved engagement, reduced behaviours that challenge and more meaningful care planning

**Our values:** clinical engagement, patient involvement, local ownership, national support

# Urgent and emergency care (UEC) vanguards

**Eight vanguards** are redesigning the experience for patients needing **urgent or emergency** treatment. The aim is help people get the **right advice** in the **right place, first time**

## Vanguards making it happen

- **Greater Nottingham System Resilience Group** are using innovative workforce solutions, to ensure that people receive care in a timely way and closer to home – in many cases avoiding the need for assessment or admission to hospital. They will focus on enhancing mental health services in the community to ensure that patients get the care they need, in the right setting and in a timely manner
- **Solihull Together for Better Lives** is about improving urgent and emergency care for the whole population, with an initial focus on transforming the way they provide care for older people. They are supporting patients / carers in their homes and the ‘Health and Wellbeing Campus’ (on the hospital site) through open and accessible information and services using various portals, building on the local authority “Solihull Connect” service
- The **Leicester, Leicestershire & Rutland System Resilience Group** will create a new alliance-based urgent and emergency care system where all providers work as one network. This will bring together ambulance, NHS 111, out-of-hours and single point of access services to ensure that patients get the right care, first time

**Our values:** clinical engagement, patient involvement, local ownership, national support

# Acute care collaboration (ACC) Vanguard

This group of **13 vanguards** is developing new ways to improve the quality and efficiency of **hospital services**. They include some of the best-known hospitals in England who are extending their geographical **reach**, stepping up to the challenge of driving **efficiency** and **improvement** across the country. The aim is to **spread excellence** in hospital services and management across multiple geographies

## Vanguards making it happen

- **The Neuro Network** will see the Walton Centre collaborating with local commissioners and providers to maintain local access to neuro and spinal services in both community and smaller District General Hospital settings
- **Moorfields Hospital** will be working with others to develop a toolkit that codifies the clinical, financial and operating model for specialty franchises in the NHS, both capturing for others, but also stretching beyond, the work they already do across 22 sites
- **The National Orthopaedic Alliance** will be leading on the development of quality-based membership clubs that will allow providers to kite mark their services for specific specialties as best practice, with support from national bodies to ensure that this is underpinned by a strong supporting evidence base

**Our values:** clinical engagement, patient involvement, local ownership, national support

# Common challenges across all sites

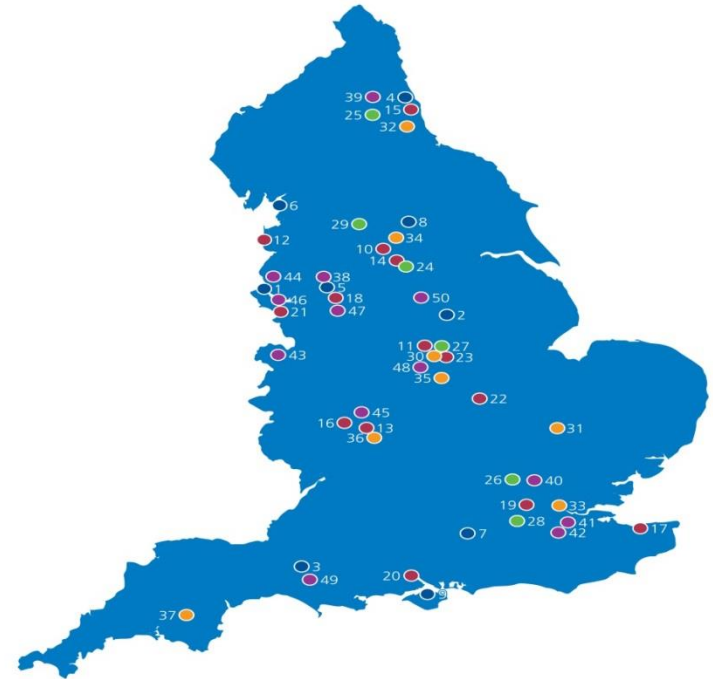
Leadership and development

Workforce

Commissioning and contracting

Evaluation

Information management and technology



Our values: clinical engagement, patient involvement, local ownership, national support

# Addressing the key enablers of transformation



Our values: clinical engagement, patient involvement, local ownership, national support

# Overview of products for 2016/17

Designing new care models	Evaluation and metrics	Integrated commissioning and provision	Harnessing technology	Workforce redesign
<ul style="list-style-type: none"> <li>• Common frameworks to enable national spread of replicable models of care</li> <li>• A how to guide and best practice case studies on risk stratifying local populations to improve: health and wellbeing; care and quality and efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Expand quarterly dashboards to show progress of each vanguard</li> <li>• Evidence summaries for key interventions and approaches used</li> </ul>	<ul style="list-style-type: none"> <li>• A number of PACS and MCP sites will shadow test the new voluntary MCP and PACS contract</li> <li>• Guidance on the issues that may impact each organisational forms differently, including, for example, NHS pensions eligibility, tax, insurance</li> </ul>	<ul style="list-style-type: none"> <li>• Guidance on information governance building on work undertaken by <b>pioneer</b> sites</li> <li>• Case studies and tools demonstrating proof of concept of new technologies, including, guides to support replicability and evidence of benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Toolkits for vanguards and other local health systems setting out methodologies for workforce modelling, simulation and scenario building and information on data collection and analysis</li> </ul>
Local leadership and delivery	Communications and engagement	Empowering patients and communities	New operating models	Governance, accountability and provider regulation
<ul style="list-style-type: none"> <li>• Diagnostic report on leadership attributes and a report summarising the work of various peer communities</li> <li>• Series of national events sharing global good practice</li> </ul>	<ul style="list-style-type: none"> <li>• An on-line sharing platform between vanguards and for them to also share learning with the wider health and care community</li> <li>• Support vanguards to produce toolkits which enable them to share best practice</li> </ul>	<ul style="list-style-type: none"> <li>• Second edition of support directory</li> <li>• Practical advice and toolkits to help vanguards comply with statutory duties</li> </ul>	<ul style="list-style-type: none"> <li>• Explore standard operating models for UECs and ACCs</li> <li>• Consolidate and assist the spread of learning</li> </ul>	<ul style="list-style-type: none"> <li>• Working with NHS Improvement to provide support to vanguards to help them develop the right organisational form and governance model</li> <li>• Working with NHS Improvement and CQC to understand regulation issues</li> </ul>

**Our values:** clinical engagement, patient involvement, local ownership, national support

# We have an ambitious vision for new care models to cover the majority of the country by 2020

## Why

---

- To deliver on the triple aim we need to deliver at scale and pace
- 50 vanguards were selected to model for the rest of the NHS how these models can work in practice
- To move from 50 vanguard sites to the new care models becoming business as usual is a huge challenge
- The NCM programme will not be able to deliver this in its own right

## What

---

- The care model is modular: offers the opportunity to spread individual elements or the whole model
- Sharing learning **from** Pioneers including resources, networks and coaching.
- Royal College networks, National Association of Primary Care (NAPC) and NHS Confederation to support the strengthening of primary care
- Pioneers “Leaders everywhere” programme empowers front line staff.
- Voluntary sector and private sector partnerships.
- Patient engagement in vanguards and the programme at all levels

## How

---

- Common, simple, standard approaches and tools will be available
- We will work to make adoption simple and useful...
  - across health and care economies - using the planning process in 15/16 to identify where the model will be adopted
  - through the vanguards - ensuring that the successes can be adopted across other sites
  - through representative bodies and providers

**Our values:** clinical engagement, patient involvement, local ownership, national support

# So what?

- Where are the local vanguards?
- Find out who are the clinical leads and engage in the rehabilitation conversation
- Know the policy to build the conversation



**The NHS Five Year Forward View sets out a vision for the future of the NHS.**

**It was developed by the partner organisations that deliver and oversee health and care services including:**

- NHS England
- Care Quality Commission
- Health Education England
- Monitor
- The National Institute for Health and Care Excellence
- NHS Trust Development Authority
- Public Health England

**Our values:** clinical engagement, patient involvement, local ownership, national support

[Bernadette.kennedy@nhs.net](mailto:Bernadette.kennedy@nhs.net)

@BernadetteKenn0

**THANK YOU**

**Our values:** clinical engagement, patient involvement, local ownership, national support