

CHESHIRE EAST HEALTH AND WELLBEING BOARD

Title of Report:	Connecting Care Programme Update
Date of meeting:	27 th March 2018
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Executive Summary

Is this report for:	Information <input checked="" type="checkbox"/>	Discussion <input type="checkbox"/>	Decision <input type="checkbox"/>
Why is the report being brought to the board?	To update Board members on the progress of the Connecting Care programme and future steps.		
Please detail which, if any, of the Health & Wellbeing Strategy priorities this report relates to?	Starting and Developing Well <input type="checkbox"/> Living and Working Well <input type="checkbox"/> Ageing Well <input type="checkbox"/> All of the above <input checked="" type="checkbox"/>		
Please detail which, if any, of the Health & Wellbeing Principles this report relates to?	Equality and Fairness <input type="checkbox"/> Accessibility <input type="checkbox"/> Integration <input type="checkbox"/> Quality <input type="checkbox"/> Sustainability <input type="checkbox"/> Safeguarding <input type="checkbox"/> All of the above <input checked="" type="checkbox"/>		
Key Actions for the Health & Wellbeing Board to address. Please state recommendations for action.	To note the content of the report. To note the merger of the Connecting Care (NHS South Cheshire CCG and NHS Vale Royal CCG) and the Caring Together (NHS Eastern Cheshire CCG) transformation programmes into a joint programme overseen by a joint Programme Board by March. To note discussions are underway to agree the geography for the joint programme		

<p>Has the report been considered at any other committee meeting of the Council/meeting of the CCG board/stakeholders?</p>	<p>A proposal was put forward to Chief Officers and members of the two local transformation programmes Caring Together (NHS Eastern Cheshire CCG) and Connecting Care (NHS South Cheshire CCG and NHS Vale Royal CCG) to merge the two programmes. This has now been agreed and has been supported by the Boards and Governing Bodies of the partner organisations:</p> <ul style="list-style-type: none"> • NHS Eastern Cheshire CCG, • NHS South Cheshire CCG, • NHS Vale Royal CCG, • East Cheshire NHS Trust, • Mid Cheshire NHS Foundation Trust, • Cheshire and Wirral Partnership NHS Foundation Trust, • Senior Management Team Meeting Cheshire East Council (plans to be formally shared with Cabinet once the geography has been confirmed and the Memorandum of Understanding has been agreed by the joint Programme Board for approval by the statutory organisations)
<p>Has public, service user, patient feedback/consultation informed the recommendations of this report?</p>	<p>Not applicable</p>
<p>If recommendations are adopted, how will residents benefit? Detail benefits and reasons why they will benefit.</p>	<p>The merger of the two programmes will ensure:</p> <ul style="list-style-type: none"> • better coordination of service delivery across Cheshire. • integrated approaches to care for patients. • a single strategic approach reducing health inequalities and promoting health and wellbeing of the population. • • More effective use of resources. • Safe sustainable services.

1 Report Summary

1.1 The report provides an update on the Connecting Care Programme.

2 Recommendations

2.1 That the Board note the content of the report and plans to merge the two local transformation programmes, Connecting Care (NHS South Cheshire CCG and NHS Vale Royal CCG) and Caring Together (NHS Eastern Cheshire CCG). The Board are also asked to note that discussions are underway to agree the geography for the joint programme.

3 Reasons for Recommendations

- The merger of the two programmes will ensure better coordination of service delivery across Cheshire. Integrated approaches to care for patients.

- Single strategic approach reducing health inequalities and promoting health and wellbeing of the population.
- Effective use of resources and safe sustainable services.

4 Impact on Health and Wellbeing Strategy Priorities

4.1 None specifically.

5 Background and Options

- 5.1 The Connecting Care Programme has been in place since 2013 and has made good progress in transforming local care services. Achievements include:
- extensive patient and public engagement supporting the development of a shared vision, values and ambitions, objectives and 'I statements' for the programme;
 - improved partnership working, relationships and trust;
 - development of the GP alliance
 - the development of new delivery programmes for Mental Health through the wellbeing hub
 - implementation of a new integrated Community Health Contract
 - development of an integrated outcomes framework;
 - implementation of streamlined discharge process leading to lower Delayed Transfers of Care (DTC) rates and reduced long term care admissions
 - community bed review supporting patients to receive the right care at the right time in the right place.
 - development of options for the future configuration of hospital based and community care services through Central Cheshire Integrated Care Partnership.
 - development of five care communities across Vale Royal and South Cheshire, delivering place based care and support.

The development of care communities and neighbourhood teams has promoted greater integrated working, better care coordination, has helped to avoid duplication and fragmentation of care, as well as supporting positive patient outcomes. It is envisaged that the services will become more joined up with social care; ultimately operating under integrated management arrangements as this new way of working is further developed and rolled out across Central Cheshire.

There are a number of case studies which showcase the achievements of the programme and demonstrate the tangible differences the service changes have made, for example:

- the introduction of the advanced nurse practitioner role that supports patients with multiple co-morbidities to remain in their own homes
- the development of the Wellbeing hub in partnership with patients. This hub supports patients with low level mental health through the Improving Access to Psychological

Therapies (IAPT) assessment and recovery service, as well as individual targeted support.

Whilst good progress has been evident both in the development and the delivery of the programme, large scale service transformation has yet to take place across Cheshire. System leaders have identified that a number of local services are becoming increasingly fragile and are unlikely to be clinically and financially sustainable in the longer term. As a result there is multi-organisational commitment to implementing system-wide service transformation.

Partner organisations in both Connecting Care and Caring Together are part of the National Capped Expenditure Programme which requires NHS Organisations to reduce expenditure in-line with agreed financial control totals. By creating a joint programme partners hope to close the financial gap within the local health and social care economy by eradicating duplication, increasing the productivity and efficiency of residual services and confirming the most appropriate configuration of services going forward. Through a joined approach it is envisaged that the impact on the delivery and quality of services to patients will be minimum.

In 2016/ 2017 further modelling work was completed and evaluated as part of the Central and Eastern Cheshire Review commissioned by NHS England and NHS Improvement in July 2017. A key recommendation of the Central and Eastern Cheshire Review was to merge the two local transformation programmes, Caring Together and Connecting Care, to achieve greater economies of scale, change at scale and deliver greater efficiency savings and productivity gains. Health and Social Care partners have agreed to merge the two programmes into one programme which will be overseen by a joint Programme Board.

The Connecting Care programme therefore closed in February 2018. There will be further communication regarding the launch of the new joint programme and the establishment of the joint Programme Board.

An Independent Chair, Neil Goodwin CBE, has been appointed to the programme along with an Executive Lead, Tracy Bullock, Chief Executive of Mid Cheshire Hospital NHS Foundation Trust. The joint Programme Board will comprise of the Chairs and Chief Executives of the partner organisations as its core membership with a representative of the Cheshire and Merseyside Sustainability and Transformation Partnership and the Greater Manchester Sustainability and Transformation Partnership in attendance. The partners include:

- Cheshire East Council
- Cheshire and Wirral Partnership NHS Foundation Trust
- Cheshire West and Cheshire Council
- East Cheshire NHS Trust
- NHS Eastern Cheshire CCG
- NHS South Cheshire CCG

- NHS Vale Royal CCG
- Mid Cheshire NHS Foundation Trust
- South Cheshire and Vale Royal GP Alliance
- Vernova Healthcare
- Central Cheshire Integrated Care Partnership

A Memorandum of Understanding and governance arrangements are being finalised, but it is envisaged that there will be an Executive Group, a Stakeholder Forum and a Care Professional Advisory Group all reporting into the joint Programme Board.

The joint Programme Board will be accountable to the individual statutory organisations and the Cheshire and Merseyside Sustainability and Transformation Partnership.

There will be a number of workstreams aimed at developing the most appropriate configuration of services and the most appropriate organisational form that will effectively meet the care needs of local people within the resources available. The aim is to retain as many services as possible locally and care provided in the community.

Further modelling work will now be done to quantify the full impact of any service changes before more detailed proposals are shared with the Overview and Scrutiny Committee, key stakeholders including patients and the public, before going out to public consultation in 18/19.

The programme workstreams will include:

- Primary and Community Care
- Accountable Care System
- Hospital Based Services
- Prevention
- Finance
- Workforce and Organisational Development
- Communications
- IT

Work plans are being developed for each workstream and a workshop is planned for the 6 March 2018 to explore the interdependencies between the individual workstreams and to develop an overarching implementation plan with associated timescales and key milestones. The programme management arrangements have yet to be finalised and an independent review will be commissioned to help shape this.

A stakeholder analysis and communication strategy are being developed with partners and it is envisaged that a website will be created to act as a central repository for information and that there will be regular communications and press releases providing updates on the progress of the joint Programme.

6 Access to Information

6.1 Further Information can be obtained from Sally Thorpe, PA to Clare Watson, Chief Officer – NHS South Cheshire and NHS Vale Royal CCG.