

2. Working as partners to integrate care

We have been working together to consider what the requirements set out in the NHS Long Term Plan mean for our residents, staff and health and care partner organisations across North Central London (NCL). We have a collective commitment to deliver changes that will improve the health and wellbeing of residents and have listened to what residents and communities have told us is important to them.

This draft plan builds on existing plans and work already underway across NCL and sets out how we will deliver the commitments in the Long Term Plan. It has been developed by, and with the insights from, representatives working in NCL, including staff working in health and social care, and clinical leaders and managers, patients and residents, and our partner organisations from across the NHS, social care, voluntary sector and beyond. Local leaders across our partner organisations, including NHS trusts, general practice, commissioners and local authorities have been closely involved in shaping and overseeing the development of these plans. We are continuing to work closely with all of these groups as we refine the plans and move into delivery and implementation of the commitments.

If you would like to feedback or contribute to this work as we further develop our plans and implementation, please see the 'Listening to residents and communities' section for more details on how to get involved.

1. Overall vision

The NHS organisations and Councils in North Central London share a commitment to improve the health and wellbeing of the local population. This is confirmed by the ambitions of the Sustainability and Transformation Partnership (STP):

- Improving the health and wellbeing of the local population
- Reducing health inequalities
- Maximising out of hospital care and building resilient and well supported communities

2. Local appetite for change and alignment to the NHS Long Term Plan

Earlier this year, across NCL, health and care system partners took part in a series of "Inter-great" events. These were a series of simulation sessions for the partners to collectively explore what integrated care might mean in north central London. They were attended by representatives from across organisations in NCL as well as local residents.

These resulted in a consensus on the need to work together in new ways, build on the close working of our local NHS and councils, with residents, to focus on delivering patient-centred care closer to home, based on individuals' whole needs.

The NHS Long Term Plan, published in January 2019, aligns closely with this direction of travel and current system transformation programmes. It describes transition from STPs to Integrated Care Systems, with an expectation that all parts of England will be covered by an ICS by April 2021, and envisages a single CCG for each ICS area.

This document attempts to set out the areas of current consensus in relation to developing integrated care across north central London.

3. Evidence informs us that tackling the cause of health inequalities requires a new approach

Evidence shows that as little as 10% of a populations health and wellbeing is linked to access to health care. We need to work with partners to look at the bigger picture, including:

- Fulfilling work
- Our surroundings
- Money and resources
- Housing
- Education and skills
- The food we eat
- Transport
- The support of family, friends and communities

As partners, there is a clear case for evolving the way we plan and provide health care and other services to focus on the needs of populations, communities and individuals over institutions.

To do this, document sets out some of the collective thinking about how we might change how we operate as a system, to address the underlying challenges we face in North Central London, and to make the best use of our people and other resources to deliver the best possible outcomes for our residents.

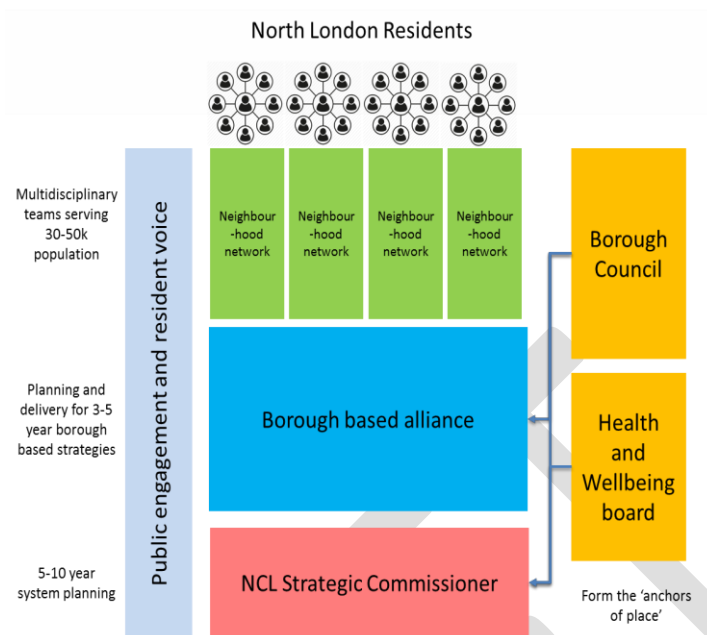
4. Overview of an integrated care system in North Central London

Following the co-ordinated programme of events exploring potential future arrangements consensus was reached on what a potential integrated care system across North Central London might look like.

This would see a single NCL wide strategic commissioner working with a borough based partnership in each borough supporting frontline integration of services at a community level

This is summarised in the diagram below:

Following this, borough partnerships have been meeting along with an NCL wide task and finish group.



This has agreed a more detailed working model for the activity that will take place at each level. This can be found in appendix 1. (N.B. this does not yet include details on the levels of activity for enablers finance, estates, workforce and digital, this is currently in development).

Some of the key principles of this frameworks are that:

- There should be strong public/resident voice at all levels of the structure along with strong clinical and care leadership.
- Population based approach and a focus on prevention will be a critical feature at all levels.
- The operational relationships between levels and functions is as critical as where the function sits.
- The partnerships and overall system are a collective initiative of public sector bodies working together in the public interest.
- The borough is the dominant level for planning and delivery of health and care services, underpinned by NCL-wide enablers and longer term collective planning.
- Local authority funding should be managed entirely at borough level, with effective mechanisms for considering the impact of wider determinates of health on residents outcomes There will need to be an evolving relationship with the current health regulator to develop new ways of mutual support assessment and development of system responses to cross organisational issues.

In addition to the detailed levels document, please find below a narrative explanation of each levels purpose and progress in the progress in developing these in NCL.

5. Communities as the building block for integrated care

Neighbourhoods will build on the core of the newly established primary care networks and enable greater provision of proactive, personalised, coordinated and more integrated health and social care through multidisciplinary teams taking a proactive population based approach to care through consistent pathways.

The exact make up of these teams is still being developed but it is planned they will serve local communities of populations of between 30-50 thousand people and link closely to communities to ensure services are tailored around their needs.

There is now full coverage across NCL, with 30 PCNs (Barnet 7; Camden 7; Enfield 4; Haringey 8; Islington 4), based on geographical contiguity between practices; many are on the same footprint as the earlier CHINs/ neighbourhoods.

As integrated care partnerships develop at borough level, partners will work together to consider how their teams work effectively with these footprints and develop a roadmap to ensure readiness using the new primary care contracts and collaboration with partners to design what these look like.

PCNs are at varying stages of maturity. Clinical Directors are currently diagnosing the support they will need to develop the PCN, which will inform how development funding is allocated. The emerging themes are:

- Organisation development and change
- Leadership development support (inc Clinical Directors)
- Supportive collaborative working (MDTs)
- Population health management
- Social prescribing and asset-based community development
- Identifying, evaluating and sharing learning

This is detailed further in the Long Term Plan section on fully integrated community care.

6. Boroughs as the critical point of integration of planning and coordination of services

The majority services will continue to be planned and coordinated at a borough level. This would be through local partnerships taking shared responsibility to improve the health and care system for their local population.

Doing this would bring together partners to plan, develop and coordinate services based on agreed outcomes. They would be multi-agency, bringing together public sector bodies to tackle cross cutting issues such as school readiness and obesity through joint planning across health, social care and the wider determinates of health.

All boroughs are actively meeting and working to develop local plans based on local population needs. It is proposed that borough-based partnership boards should be established in shadow form by autumn 2019.

To support their ambitions borough partnerships are developing plans to identify key areas to tackle collectively. These take into account the current state of development of local partnerships that have different levels of historic joint working. All boroughs have a strong

sense of defined population being coterminous with local authorities. The work at borough partnerships is focussing on a range of work developing change capabilities across partners and testing these through working together on a defined population.

There will be locally agreed timetable for development/evolution of arrangements that will be different borough by borough.

7. Working across North Central London where it makes sense

There are activities that are better undertaken at an NCL level where a larger planning footprint increase the impact or effectiveness of these functions. The consensus has been that this would be the role of a 'strategic' NCL commissioner. In the future, this would work with boroughs to agree set long-term outcome based plans with borough partnerships to support system transformation and integration across care settings.

We also know that in the shorter term, feedback has pointed towards enabling elements such as digital and some large-scale reconfiguration programmes being best delivered across NCL.

We are already making good progress on some of the tangible systems we will need in place to move to this new way of working. Across north central London we are implementing a population health management platform which will connect health and care data across the geography and to support population based planning at an NCL level, coordination of services at a borough and individualised care coordination at a neighbourhood level (*For more on this, please see the draft LTP chapter on digital*).

Work is still underway to understand the nature of how this would work with partners and the next steps for this are set out in the final section of this paper.

8. Moving to a single CCG to support the change

To support the development of this new system work is underway to put in place a new operating model across the five CCGs and merge to a single commissioning group.

Under the new CCG operating model, there will be clear borough facing functions with senior leaders based at borough level. The primary role of these roles will be to work with partners to facilitate the development of borough based partnerships, working together with primary care, community, mental health and social care partners to configure services around individuals rather than organisations.

In addition, the new CCG future model looks to centralise certain functions where there is clear benefit to working across the larger footprint to maximise the impact for local residents.

These centralised commissioning functions will need to evolve over time into strategic functions, making use of new mechanisms and a move to new ways of planning and paying for services and take a population based approach to healthcare. This will mean the development of longer term outcomes frameworks set for populations, based on health inequalities and priorities that take into account the wider determinants of health, not just service or contract based key performance indicators.

9. Next steps

To support the development of the integrated care system by 2021, we will aim to have borough-based partnership boards established in shadow form by autumn 2019.

The following table sets out the key areas for work for the next six months. These have been proposed based on a review of the work of the boroughs through their partnership meetings and the NCL wide task and finish group.

To ensure we work effectively together with partners on these next steps, the following approaches are being proposed for the varied areas of work:

- **Mutual work plan:** Developed by engaging system partners from all boroughs to agree a scope and terms of reference for a time limited piece of work. Co-ordinated centrally by the STP Programme Management Office and led by Subject Matter Experts.
- **Design workshops:** System design workshops with clearly defined tasks and outputs agreed in advance with participation from all boroughs in order to share best practice
- **Borough-led and shared:** Locally developed plans, shared for peer-review and best practice

Area of work	Outline description	Next Steps (to be completed by April 2020)
NCL Outcomes Framework	<p>This will identify and develop specific outcomes that will support the system in delivering improvements to the health and well-being of NCL population and tracking of this over time.</p> <p>It will draw on the common elements of strategies and objectives of partner organisations to pull together outcomes in areas where collective action can lead to increased improvements for the health and wellbeing of people in North Central London.</p>	NCL mutually agreed work plan
Population Health Management approach	<p>This workstream will focus on improving population health by data driven planning and through enabling the sharing of data and information across partner organisations.</p> <p>It will provide a single version of the truth that will over time also incorporate outputs from the Health Information Exchange (HIE) and other digital developments.</p>	NCL mutually agreed work plan
Financial Management and Planning	This will aim to consider the potential overall commissioning design and delivery principles as well as developing the wider ICS financial	One-off workshop to determine scope and

	<p>framework in line with the NHS Medium Term Financial Strategy.</p> <p>It will also help establish links with the financial framework for the individual ICPs, looking at options for the process/mechanism for financial planning, and system incentives.</p>	then NCL mutually agreed work plan
Developing and Implementing integrated pathways and approaches	This will look at developing the model of care for defined population segments with an integrated care approach, with shared outcomes and also help develop the provider partnership required to deliver this model of care. The work will help develop patient centred pathways, focusing on prevention, self-care, and addressing the wider determinants of health.	Borough-led developments for cohorts of patients shared NCL wide for peer-review and agreements/adoption
Governance and Organisational Design	This will focus on governance and approach for shared decision-making within the ICS and aligned approaches within ICPs. It will also aim to outline the principles of governance and arrangements to support individual ICP visions and goals.	NCL wide workshop
Engaging Citizens, Residents and Patients	The focus of this will be to develop an agreed message about the vision for NCL ICS, and ensure that all relevant stakeholders are engaged and bought into this vision. It will ensure that the ICS and ICPs are co-designed with residents, patients and staff.	<p>NCL mutual workplan via NCL Engagement Advisory Board</p> <p>Alongside borough-led approaches.</p>

Appendix 1. Detailed working levels document

Definitions	
Term	Explanation
Owned by	Level has dedicated operational capacity and decision making authority via membership for this function
Influenced by	Linked to another part of the system that either inputs into the decision or sets the scope/priorities/basis for the decision
Supports	Linked to another part of the system and provides the required conditions for success

N.B. Enablers to be added (Finance, Estates, Workforce, Digital)

Function	Owned by	Influenced by:	Supports:	Other key links to
Multi-disciplinary teams working on population health basis with staff from: - Social care - Health (physical and mental health) - Voluntary sector - Community and residential groups	Neighbourhood	Borough Partnership	-	NCL wide workforce work NCL wide digital work NCL wide care pathway development NCL Outcomes Framework
Analysis of local population health needs and JSNA to identify 'gaps in care', unwarranted variation, and inequalities Evaluation of neighbourhood interventions / programmes Leadership to ensure prevention and population health is embedded in locality teams	Neighbourhood	Borough Partnership		NCL population health work NCL Outcomes Framework

Coordination of local acute services i.e. front door, discharge and long term conditions management	Borough Partnership	NCL wide acute contracting	-	NCL care pathway development
Primary care development and coordination: Development of PCNs and QI approach and links to neighbourhoods.	Borough Partnership	NCL primary care contracting	Neighbourhood	NCL workforce work NCL digital work NCL care pathway development
Development and coordination of non-acute Mental health service and jointly commissioned services	Borough Partnership	NCL mental health acute contracting	Neighbourhood	NCL workforce work NCL digital work NCL care pathway development
Community services coordination and development to support the development of neighbourhoods.	Borough Partnership	NCL wide outcomes framework	Neighbourhood	NCL workforce work NCL digital work NCL care pathway development
Primary care medicines management and development of pharmacists as part of neighbourhoods	Borough Partnership	NCL outcomes framework	Neighbourhood	NCL workforce work NCL digital work NCL care pathway development
Social care - coordination and service development to best meet communities needs	Borough Partnership	NCL outcomes framework	Neighbourhood	NCL workforce work NCL digital work NCL care pathway development
Home care - coordination and service development to best meet communities needs	Borough Partnership	NCL outcomes framework	Neighbourhood	NCL workforce work NCL digital work NCL care pathway development
Children's services - coordination and service development to best meet communities needs	Borough Partnership	NCL outcomes framework	Neighbourhood	NCL workforce work NCL digital work NCL care pathway development
Learning disabilities services - coordination and service development to best meet communities needs	Borough Partnership	NCL outcomes framework	Neighbourhood	NCL workforce work NCL digital work NCL care pathway development
Coordination of local discharge initiatives to provide a single approach per borough and link to neighbourhoods.	Borough Partnership	NCL outcomes framework	Neighbourhood	NCL workforce work NCL digital work NCL care pathway development

Development of out of hospital workforce to support retention, development and implementation of new neighbourhood teams (via borough training hubs previously CPENs)	Borough Partnership	NCL wide workforce work	Neighbourhood	-
Coordination of borough based health promotion activities based on local communities needs.	Borough Partnership	NCL outcomes framework	Neighbourhood	-
Management of ring-fenced budget for collectively agreed activities (e.g. S75 and BCF)	Borough Partnership	NCL outcomes framework	Neighbourhood	-
Development of local vision and narrative for the borough partnership	Borough Partnership	NCL outcomes framework	Neighbourhood	-
Engagement with residents on ensuring services meet local needs	Borough Partnership	NCL Engagement Advisory Board	Neighbourhood	-
Supporting the development of collaborative provider and commissioner partnerships	Borough Partnership	NCL ICS design work	-	-
Influencing the wider role of local authorities in population health management (including housing and debt management)	Borough Partnership	NCL outcomes framework	Neighbourhood	NCL population health work NCL Outcomes Framework
Prevention lead planning to ensure ICP has prevention and population health approach integrated to its full potential	Borough Partnership	NCL outcomes framework	Neighbourhood	NCL population health work NCL Outcomes Framework
NCL strategy and outcomes framework	NCL	Borough Partnership	Borough Partnership	Links to London Vision work
Population health approach (inc. segmentaiton and risk stratificaion) and resulting care redesign (incl. acute care strategy)	NCL	Borough Partnership	Borough Partnership	NCL Outcomes Framework
Contracting and commissioning of acute hospitals	NCL	NCL outcomes framework	Borough Partnership	-
Commissioning and contracting of tertiary and acute mental health	NCL	NCL outcomes framework	Borough Partnership	-

Development of whole system prevention strategy for improving the health of residents	NCL	NCL outcomes framework	Borough Partnership	Links to London Vision work and Mayors Priorities
Care home market management strategy and pricing framework	NCL	Borough Partnership	Borough Partnership	-
Standard care pathway development (including acute and specialised e.g. neuro-rehab/stroke pathway transformation)	NCL	Borough Partnership	Borough Partnership	Links to Spec Commissioning and this being taken on at NCL level
Monitoring and evaluation capability	NCL	Borough Partnership	Borough Partnership	-
Development and agreement of aligned financial incentives and framework	NCL	Borough Partnership	Borough Partnership	-
System operating and improvement plan	NCL	Borough Partnership	Borough Partnership	Links to this being taken on at NCL level from London region
Single data platform	NCL	Borough Partnership	Borough Partnership	Links to London wide work
Clinical and leadership development	NCL	Borough Partnership	Borough Partnership	Links to London wide work
Business planning	NCL	Borough Partnership	Borough Partnership	-
Performance and reporting	NCL	Borough Partnership	Borough Partnership	Links to this being taken on at NCL level from London region
CHC hub and spoke coordination	NCL	Borough Partnership	Borough Partnership	-
Assurance for improvement of NHSE commissioned immunisation and screening services	NCL	Borough Partnership	Borough Partnership	-
Resident engagement in planning, pathway redesign and reconfigurations	NCL	Borough Partnership	Borough Partnership	NCL acute care strategy