

## PEOPLE'S BOARD

25 September 2019

### Five Year Place Based Plan and the Integrated Local Care System, St Helens Cares

#### **1. PURPOSE OF THE REPORT**

To advise the People's Board of the progress towards the development of a Five Year Place Based Plan which will feed into the wider Strategy for Cheshire and Merseyside Health and Care Partnership. The timescale for the submissions of plans are:

- 27 September 2019 – initial draft
- 15 November 2019 – Final submission

To provide an update to People's Board members on progress in implementing the Integrated Local Care System, St Helens Cares.

#### **2. FIVE YEAR PLACE PLAN**

The NHS published its Long Term Plan (LTP) in January 2019 which required each Integrated Care System (ICS)/Sustainability and Transformation Partnership (STP) to develop a 5 Year Strategy as a vehicle for delivering the LTP. Locally, the Cheshire and Merseyside Health and Care Partnership have requested that each 'Place' produce their own plan that will form a part of the wider strategy. The NHS published the Implementation Framework in June 2019 which set out some 'must do's as well as allowing local prioritisation linked to some funding allocations.

The St Helens Place Plan captures the priorities of the LTP plan and aligns with local priorities producing a plan that is for the people of St Helens that recognises national directives and funding streams: The vision remains unchanged:

**“Improving people's lives in St Helens together by tackling the challenge of cost and demand”**

The plan will take an evidence based approach, establishing priorities and targeting areas of greatest need. The structure of the plan has been designed around the 'Life Course' model of:

- **Starting Well**
- **Living Well**
- **Ageing Well**
- Along with a **Well Led** section to galvanise partners towards our shared vision and providing the infrastructure to deliver the priorities set out in the plan.

The priorities have been taken from the Peoples Board, St Helens Integrated Peoples directorate and the Long Term Plan.

Theme		Priority	Priority Source
Starting Well	1	Supporting children and families with early help and reducing those requiring statutory intervention	SHIPS Priority 2
	2	Every child will attend a <b>good school</b> and the gap between vulnerable children and peers will be reduced	SHIPS Priority 3
	3	Building <b>children's confidence and resilience</b>	People's Board
Living Well	4	Improve the lives of people experiencing poor <b>mental health</b>	People's Board-P5
	5	Improving <b>cancer outcomes</b>	People's Board
	6	Tackling <b>domestic abuse</b>	People's Board
Ageing Well	7	Improving <b>healthy life expectancy</b> and decrease the gap between the best and the worst in the Borough	SHIPS Priority 4
	8	Supporting people to stay within their <b>own community</b>	SHIPS Priority 1
Well Led	9	Establishing <b>primary care networks</b> at the heart of our <b>Locality Model</b>	St Helens Cares
	10	A leading <b>integrated care partnership</b> that achieves Financial Balance	St Helens Cares

The St Helens Peoples Plan is due for a refresh at the end of the year, consideration could be given to widening the scope of this plan and combine both plans to give a single focus for the Borough.

The timetable for the production of the plan is as follows:

Activity	Date
Approach and design considered at the SHC Executive Board	11 June 2019
Engaging Stakeholders	June – August 2019
Building the contents of the plan	June – August 2019
Initial Draft complete	30 August 2019
Draft Financial templates Summited	13 September 2019
Draft KPIs and Trajectories	20 September
<b>Draft Plan submitted People's Board for endorsement</b>	<b>25September 2019</b>
Cheshire and Merseyside H&CP submit STP to NHSE/I	27 September 2019
Finalise Place Plan	1 November 2019
Final Financial and KPIs submitted	1 November 2019
<b>Submit Final Plan to People's Board</b>	<b>20 November 2019</b>

A plan on a page is enclosed at Appendix 1 which articulates the vision, themes, priorities, areas of focus and the principles of our integrated partnership.

### 3. PROGRAMME DELIVERY FOR 2019/2020

#### Provider Board

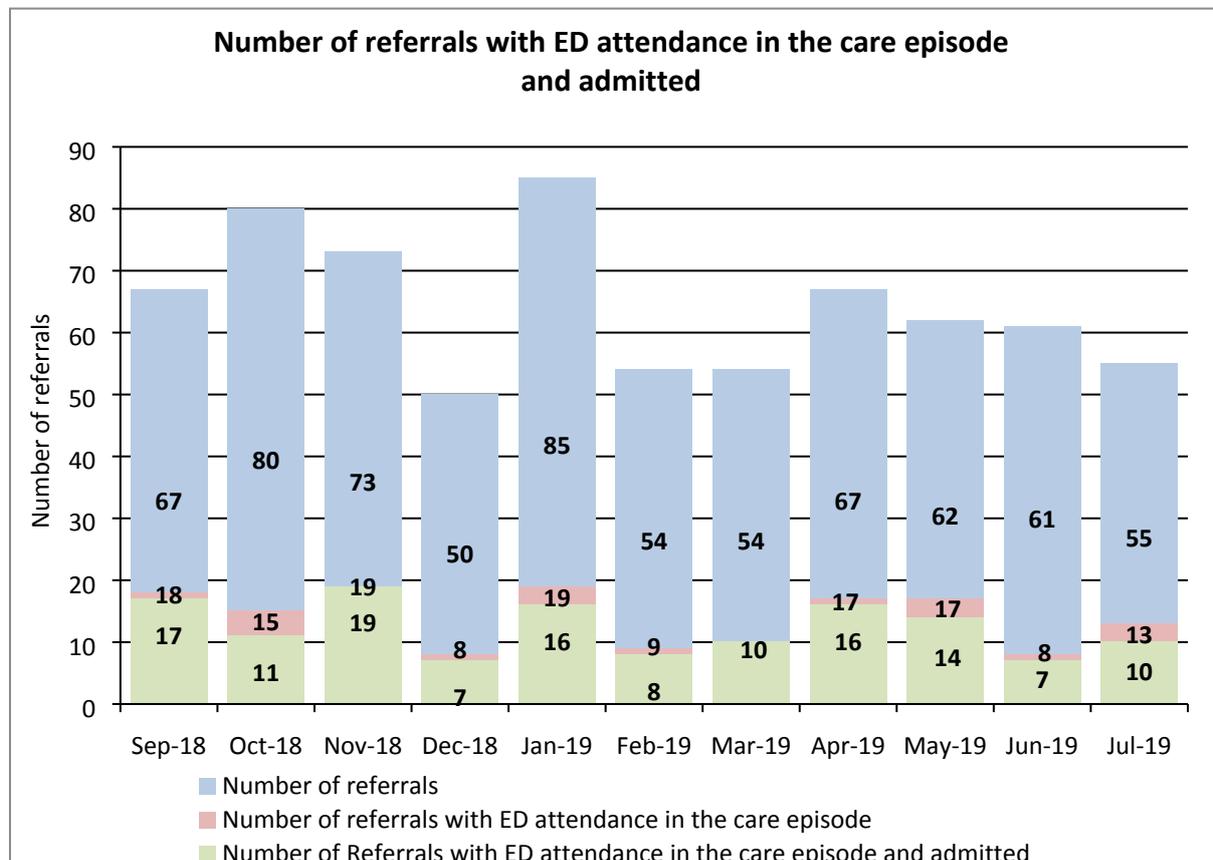
In addition to the above schemes, the Provider Board has established four priorities areas and commissioned task and finish groups to deliver these priorities:

#### Frailty Pathway

##### Objectives

- Work in partnership to develop a **seamless** integrated frailty pathway for St Helens patients from Community to Acute
- To proactively support and manage frail patients in the community through: **urgent response** (within 2 hours) to avoid admission, 72 hour assessment for patients requiring **on-going support** and provision of a responsive community **'step up'** and **'step down'** service
- To develop a **co-located** Frailty Assessment Unit alongside ED to ensure frail elderly patients needing to attend hospital receive **timely expert opinion, care and treatment**

The community frailty team is successfully keeping people in their own home and avoiding emergency department (ED) attendances and hospital admissions. The chart below shows that more than three quarters of referrals remain at home and those that do go to ED are likely to be admitted.



## **Respiratory pathways and services (COPD)**

### Objectives

- Improve clinical outcomes and experience for patients with COPD
- Integrated primary and secondary care management for all COPD patients in St Helens
- Reduce the number of hospital admissions through resulting from the pathway redesign

A bid was successful to trial a respiratory nurse in ED to give a Specialist nurse opinion 'at the front door' creates a chance of avoiding an admission for a patient with a respiratory flare up. The nurse has screened 942 patients from 9th Dec 2018 to 15th July 2019 resulting in 125 prevented admissions (13%).

The team is working with a Cheshire and Merseyside Improvement Programme and is also undertaking audits of three practices locally to determine future development needs and create a new community model with new pathways in St Helens.

## **Mental Health Services (Children's)**

North West Boroughs are rolling out the Thrive Framework. The Thrive framework is designed around children and young people. The Thrive groupings are needs based, and are distinct:

- Needs and/or choices of the individuals within each group
- Skill mix required to meet these needs
- Resources required to meet the needs and/or choices of people in that group.
- An emphasis on supporting professionals who are not MH specialists to work with the CYP
- 

The team will be presenting progress on implementing the model to St Helens Overview and Scrutiny Meeting on 23 September 2019

## **Mental Health Services (Adult services)**

### Objectives

To support the implementation of an effective crisis resolution and home treatment provision for adult in St Helens the project aims

- To work in partnership with Primary Care colleagues to ensure that mental health issues are being managed effectively in the right setting
- To support the roll out and implementation of an updated Standard Operating Procedure for adult mental health secondary care assessment services
- To support GPs to use NICE guidance to manage low/moderate mental health problems
- To ensure referral to IAPT services as appropriate and timely and that the interface between primary care; primary care mental health services and secondary care mental health services is as effective as possible

- To support the *phased* system roll out from October 2019 of the 24/7 Crisis Resolution Home Treatment Team for the St Helens population.

Progress:

- Engaged with GPs as part of the Patient Journey project that NWBH is undertaking with AQuA
- Developed an electronic referral form which has mandated fields and prompts for GPs to ensure they have followed recommended guidance prior to referral to secondary services
- The Assessment Team consultant has been working with small cohorts of GPs to support them in their prescribing and knowledge base of low/moderate MH issues
- Crisis money from NHSE has been agreed and will include MH triage and a crisis intervention service, discussions now need to take place on the CCG funding to support the delivery of this
- The CCG has bid for money to support a crisis café and alternative to admission function within St Helens
- Impact to date has been limited but it is expected that this will be a longer-term solution which needs groundwork now to reap future benefits

## **Transformation Schemes**

The Local Care System Operational Group provides the oversight for five transformation schemes. The transformation schemes have been identified as priorities for the continued collaborative partnership working that will introduce change across the local system and support the delivery of the aims and strategic objectives of St Helens Cares. The Transformation schemes address how we can work differently and innovatively in order to build resilience in our local communities, share and support local services and have a positive impact for our local population. Updates on the schemes are as follows:

### **Four Acre Hub:**

Objective: To create a viable community hub at the Four Acre area in the South Locality of St Helens.

Progress:

- A draft Business Plan narrative has been developed and feedback is awaited from the Asset Management Team on Market Valuer costs and impact on the Business Plan.
- GPs within the Four Acre Health Centre have been advised of NWBH proposals to relocate their District Nursing team to the Sure Start Centre
- Community Shop have now finalised their business case via their Board that they will be moving in to the Leaf Centre.

### **Integrated Therapy provision:**

Objectives:

- To ensure the therapy response within the community has the capacity to effectively support patients to stay in their own home. This will bring together identified therapy resource across the system into one core team with a set of criteria and response times;
- To identify resource gaps in line with the above provision as it is currently acknowledged that community resource is not sufficient and fragmented;
- The above service will provide an easy route; with appropriate capacity in place, for patients to be discharged home for their care and treatment under the 'Home first' initiative;
- To ensure that Acute based therapy services maximise opportunities for admissions avoidance and timely discharge.

#### Progress:

- The scope of review has been refocused on reablement / intermediate care services
- A phased approach has been established which is looking at as a first step to integrate a number of services which will be centred on Contact Cares model.

#### **Early Help for Children and Young People through Locality Approach and 'Team Around School' Model:**

#### Objectives:

The project has 2 key elements;

- Delivery of MDT meetings to develop a form and function for Team Around MDTs going forward and to start to shape the support offer for schools (linked to the school improvement strategy)
- Strategic planning of the Locality Approach for CYP linked to the wider St Helens Cares locality strategy and implementation

#### Progress:

- MDTs (for high need cases) are underway at St Augustine and De La Salle with good feedback from those involved and learning from these will be applied to the development of the model and wider roll out
- Work has been undertaken with the Integrated BI team to develop a set of indicators/ risk factors that will be used to give a 'picture' of each locality needs/ risks based on a CYP and Whole Family approach. This will enable us to look at hard data against soft intelligence that is being gathered through the MDTs

#### **Transformation of Primary Care:**

#### Objectives:

- To Transform Primary care in line with both new National Guidance
- To ensure every Practice is part of the Network Contract Directed Enhanced Service (DES) which will transform Primary Care by working at scale to become more sustainable and efficient
- To support MDT working by supporting Practices to take advantage of the 70% reimbursement model to Network contracts allowing them to employ Clinical

Pharmacists, Social prescribers, First Contact Physios and First contact community paramedics;

- To address workforce shortages by supporting and encouraging Practices to participate in national and local Strategies such as International Recruitment, GP retention, Practice resilience and Releasing Time for Care initiative.

Progress:

- Network Managers appointed to facilitate delivery of all key objectives of the project
- Clinical Directors appointed – these have been invited on to the Provider Board
- Continue to work with Practices to deliver Workforce initiatives

**Use of digital technology for self-care/ management:**

Objectives

- To develop a Digital Strategy that delivers the Vision of St Helens Cares, supports the wider Borough whilst recognising the drivers from the NHS Long Term Plan and C&M Health Care Partnership and anticipating any emerging developments in the social care green paper;
- To undertake a mapping exercise of the application of digital assets deployed within the St Helens Cares partnership;
- Identify new opportunities for digital deployment (products, services, resources);
- Develop a digital strategy for St Helens Cares;
- Prioritise a digital development programme including the sources of investment;
- Evaluate the implementation of digital investments and the lessons learnt.

Progress:

- A mapping the exercise and stocktake of the digital landscape has been completed
- A 'Plan on Page' outlining the approach to establish a digital strategy has been developed
- A Digital Workshop is scheduled for 22nd Oct 2019 9am-1pm at the World of Glass. The purpose of the workshop is to map digital initiatives across St Helens, prioritise some key projects for St Helens Cares and to agree our overall digital aims for the next 5 years.

**4. RECOMMENDATIONS**

That the Peoples Board note the contents of the report, the progress made towards the development of the Place Based Plan and consider combining this plan with a refreshed People's Plan

LEAD OFFICER FOR THIS REPORT

Sarah O'Brien

## St Helens Cares Five Year Plan 2019 -2024

Vision	Improving people's live in St Helens together, by tackling the challenge of cost and demand			
Theme	Starting Well	Living Well	Ageing Well	Well Led
Priorities	<ul style="list-style-type: none"> <li>1. Children &amp; families Early help and support</li> <li>2. Good schools for all and decreasing the attainment gap</li> <li>3. Building children's confidence and resilience</li> </ul>	<ul style="list-style-type: none"> <li>4. Improve the lives of people experiencing poor mental health</li> <li>5. Improving cancer outcomes</li> <li>6. Tackling domestic abuse.</li> </ul>	<ul style="list-style-type: none"> <li>7. Improving healthily life expectancy and health inequalities</li> <li>8. Supporting people to stay within their own community</li> </ul>	<ul style="list-style-type: none"> <li>9. Establishing primary care networks at the heart of our locality model</li> <li>10. Leading an integrated care partnership and achieving financial balance</li> </ul>
Areas of Focus	<ul style="list-style-type: none"> <li>1.1 Prevention</li> <li>1.2 Maternity</li> <li>1.3 Early Help</li> <li>1.4 Integrated Care</li> <li>2.1 School Effectiveness</li> <li>2.2 Locality Model</li> <li>2.3 Attainment</li> <li>3.1 Community Crisis Support</li> <li>3.2 Eating Disorders</li> <li>3.3 Youth Justice</li> </ul>	<ul style="list-style-type: none"> <li>4.1 Support people into employment</li> <li>4.2 Community Crisis Support</li> <li>4.3 Integrate Secondary, IAPT and Primary care</li> <li>5.1 Eastern Sector Cancer Hub</li> <li>5.2 Early and faster diagnosis</li> <li>5.3 Personalised care</li> <li>6.1 Strategy development for:</li> <li>6.2 Prevention/intervention, service provision, pursuing perpetrators, partnership</li> </ul>	<ul style="list-style-type: none"> <li>7.1 Prevention (smoking, alcohol, obesity)</li> <li>7.2 Long Term Conditions (Stroke, Diabetes, Respiratory, cardio vascular)</li> <li>8.1 Frailty</li> <li>8.2 Dementia</li> <li>8.3 Social Isolation</li> <li>8.4 Independent living</li> <li>8.5 Access to services</li> <li>8.6 End of Life</li> </ul>	<ul style="list-style-type: none"> <li>9.1 PCNs and localities</li> <li>9.2 Capacity/responsiveness of community/intermediate care services</li> <li>9.3 Reducing the pressure on emergency hospital services</li> <li>10.1 Integrated Care Partnership</li> <li>10.2 Financial balance</li> <li>10.3 Population Health</li> <li>10.4 Digital</li> <li>10.5 Workforce</li> </ul>
Principles	<ul style="list-style-type: none"> <li>Complying with the constitution of the NHS &amp; St Helens Council</li> <li>Protecting key public services in the borough</li> <li>Genuine collaboration</li> </ul>		<ul style="list-style-type: none"> <li>Honesty, trust and understanding</li> <li>Fulfilling statutory responsibilities</li> <li>Complying with the best principles of public service</li> </ul>	