



Whole Systems Integrated Care

Across NWL we are continuing to work together to be a Pioneer site for integrated care

 **Brent**

Brent
 **Central London**

City of Westminster
 **Ealing**

Ealing
 **Hammersmith and Fulham**

Hammersmith & Fulham
 **Harrow**

Harrow
 **Hounslow**

London Borough of Hounslow
 **West London**

The Royal Borough of Kensington and Chelsea
 **Hillingdon**
Hillingdon

Central London Community Healthcare 
NHS Trust
Central and North West London 
NHS Foundation Trust
Chelsea and Westminster Hospital 
NHS Foundation Trust
Ealing Hospital 
NHS Trust
Hounslow and Richmond Community Healthcare 
NHS Trust
Imperial College Healthcare 
NHS Trust
The Hillingdon Hospitals 
NHS Foundation Trust
The North West London Hospitals 
NHS Trust
West London Mental Health 
NHS Trust
West Middlesex University Hospital 
NHS Trust



We have a 3 – 5 year vision for integration

Our shared vision of the WSIC programme ...

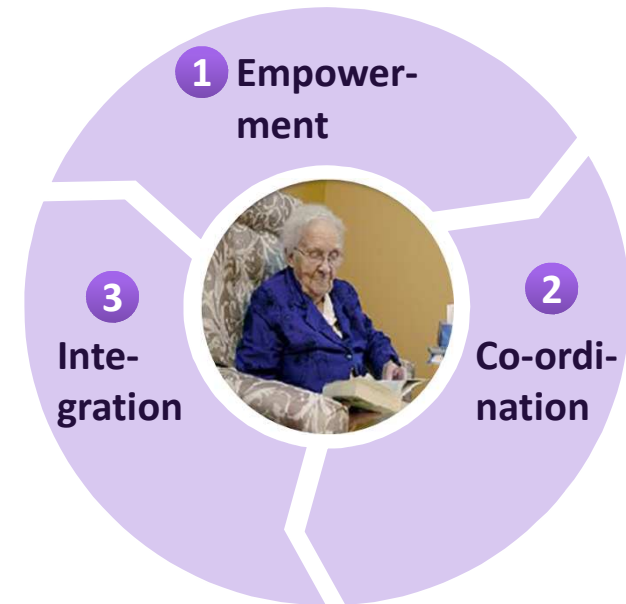


We want to improve the quality of care for individuals, carers and families, empowering and supporting people to maintain independence and to lead full lives as active participants in their community



... supported by 3 principles

- 1 People will be empowered to direct their care and support and to receive the care they need in their homes or local community
- 2 GPs will be at the centre of organising and coordinating people's care
- 3 Our systems will enable and not hinder the provision of integrated care



Together we have described how care will be different

Providing care

- Health and social care professionals come together to form an **Accountable Care Partnership (ACP)**, where they work in a **coordinated** and **collaborative** way
- The ACP **listen to everyone's** views and **share objectives**
- **Decisions are made together** within the ACP covering how best to deliver care, where to allocate budget and how to resource care
- When more specialised services are needed, the ACP can **invite other providers** to help deliver care
- The ACP is its **own entity** which works **efficiently** as one, supported by a joined up back office with shared managerial and administrative support
- When **money is over or underspent**, the ACP agrees together what to do



Organising care

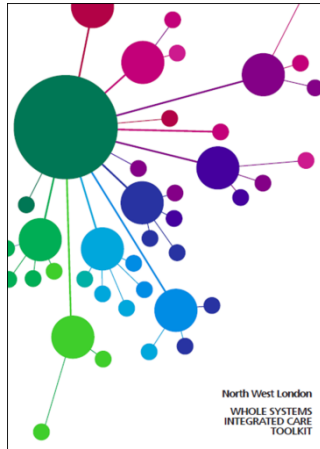
- Care is **organised around groups** of people with similar needs
- People are involved with their **own care plan**, with their own goals.
- They **agree, with their care team**, what happens when they become unwell and when they can return home
- Care plans include **self care, community services** and the **voluntary sector**
- People **choose the services they want** and have a say in how **money is spent** on them
- Health and social care staff work as **one team**, with the **GP at the centre** of people's health and wellbeing, finding people the right care in the right setting
- The team **communicate frequently** and keep each other **up to date** on patients' progress

Paying for care

- **Governance** around co-commissioning **agreed by LA, CCG and NHSE**
- **Budgets** across social, mental health, acute, community and primary care are pooled for groups of people with similar needs who receive integrated care
- **Contracts are in place** to provide clarity over these arrangements which also define how **risk is shared**, for commissioners and ACPs
- These contracts set out **targets that ACPs** need to deliver against, including clinical, financial and outcomes

During 2014/15 we have worked hard to plan how we will implement Whole Systems Integrated Care

The WSIC toolkit



9 Early Adopters

- Harrow**
 - Provider Partners: London Borough of Harrow, 6 Emerging GP Networks, CNWL, NWL NHS FT, EICO, LAS
 - Supports: elderly people with 1+ LTCs
- Hillingdon**
 - Provider Partners: 2 GP Networks, the Hillingdon Hospitals NHS FT, CNWL, Hillingdon A&E
 - Supports: elderly people with 1+ LTCs
- Ealing**
 - Provider Partners: London Borough of Ealing, 7 GP Networks, Ealing Hospital NHS Trust, EICO, WIMHT, Imperial College Healthcare NHS Trust, Ealing Community Network
 - Supports: elderly people with 1+ LTCs
- Hounslow**
 - Provider Partners: London Borough of Hounslow, 5 GP Networks, WIMHT, HRCH, WIMHT
 - Supports: adults (16+) with 1+ LTCs
- Hammersmith & Fulham/ChelWest/ACG**
 - Provider Partners: London Borough of H&F, 31 GP Practices, C&C, ChelWest, CNWL, WIMHT, Imperial College Healthcare NHS Trust
 - Supports: adults (16+) with 1+ LTCs
- Brent**
 - Provider Partners: Brent Local Authority, 2 GP Networks, NWL NHS Hospitals Trust, CNWL, Imperial College Healthcare NHS Trust, Ealing Hospital NHS Trust, EICO
 - Supports: elderly people with 1+ LTCs
- West London/K&C**
 - Provider Partners: Royal Borough of K&C, 56 GP Practices, ChelWest, Imperial College Healthcare NHS Trust, CNWL, CICH, LAS, London Central & West Unscheduled Care Collaborative, Buckinghamshire New University
 - Supports: mostly healthy elderly people and elderly people with 1+ LTCs
- Central London/Westminster**
 - Provider Partners: Westminster City Council, 1 Emerging GP Network, CNWL, CICH, ChelWest, Imperial College Healthcare NHS Trust, Central London Healthcare, London Central & West Unscheduled Care Collaborative
 - Supports: elderly, homeless and people with 1+ LTCs
- Mental Health**
 - Provider Partners: London Boroughs of Hounslow and the Royal Borough of K&C, 2 GP Networks, CNWL, WIMHT
 - Supports: SEMI population in a GP network in Hounslow and across West London

Co-designed implementation plans

Time	Agenda contents
13.00 - 13.10	Welcome and Introduction to the Session
13.10 - 13.25	What has been achieved?
13.25 - 13.55	Activity 1: Three key questions of our Model of Care
13.55 - 14.15	Feedback turn-Tables on Activity 1
14.15 - 14.25	Identify challenges and gaps in the Outline Business Plan
	Activity 2: Prioritising challenges and gaps
	Feedback on Activity 2
	What next?

KEY ENABLERS

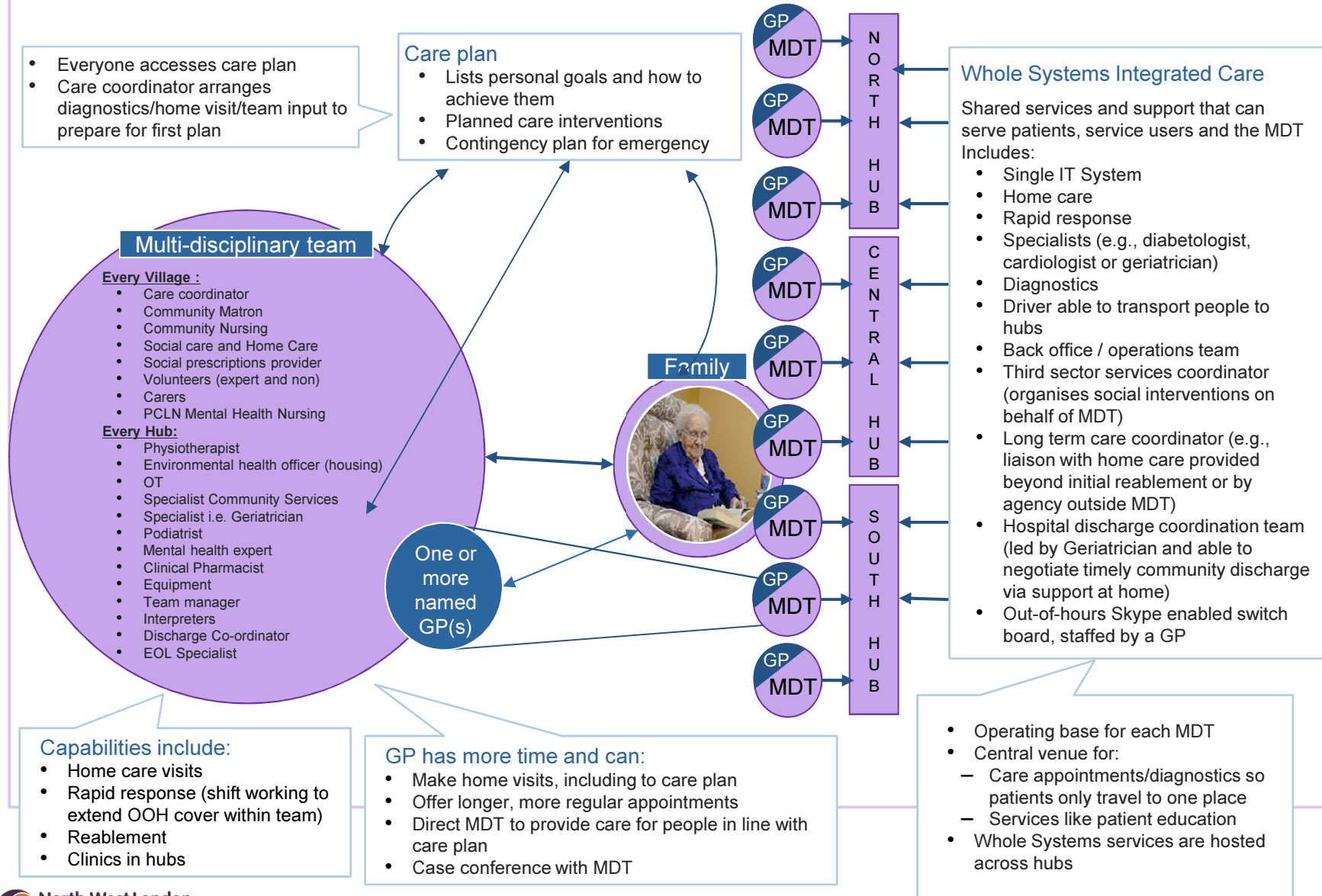
2. INVOLVEMENT OF USERS
How have service users, carers and frontline staff co-designed your outline Whole Systems Plan and how are they incorporated in future business plans?

The WSIC toolbox

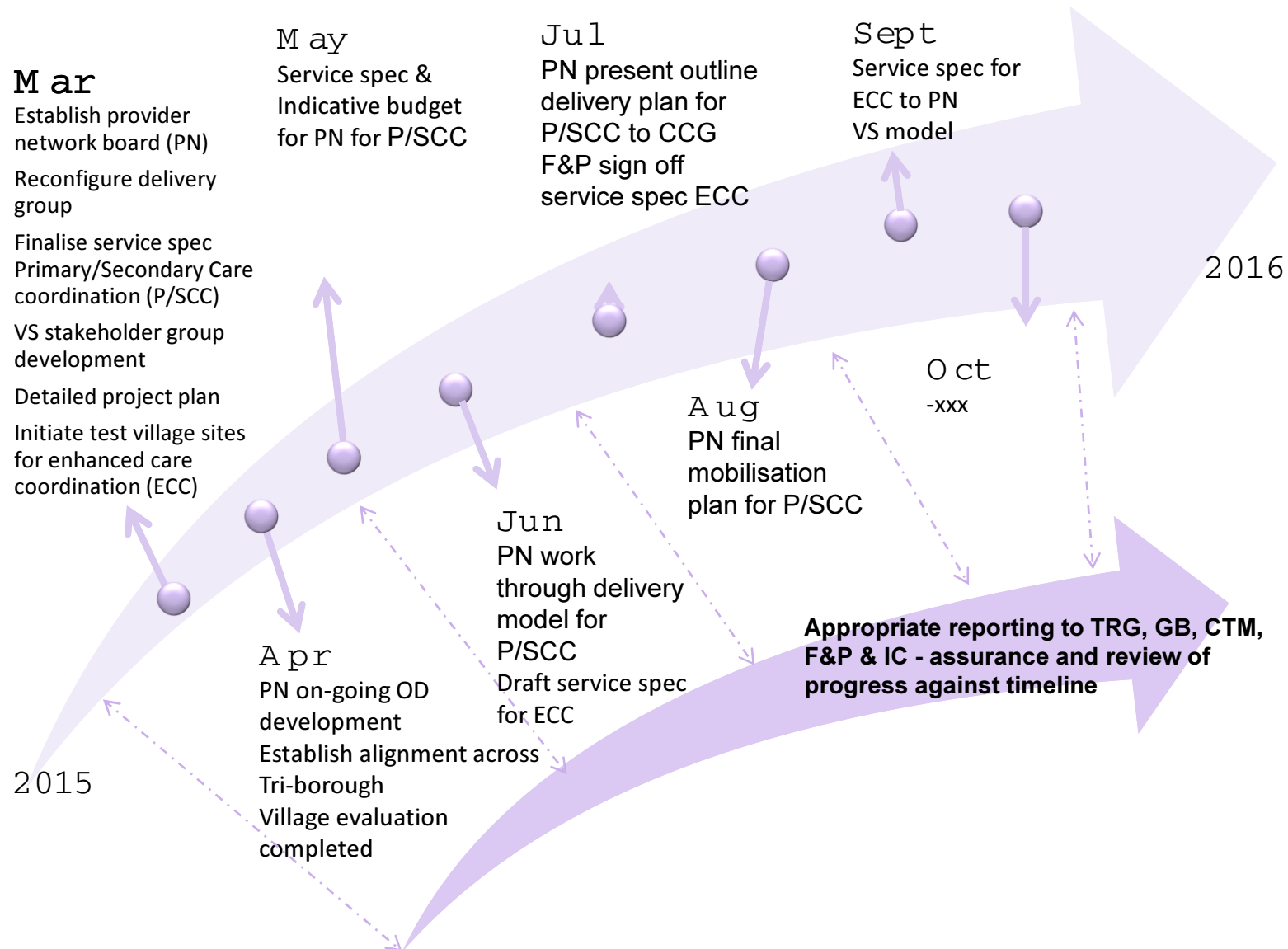
- 1 Model of care operational handbooks and costing tool**
- 2 Governance models**
- 3 Dashboards**
- 4 Organisational development plan**

Summary description of model care

Central London CCG proposed model of care for residents, aged over 75 or with LTCs



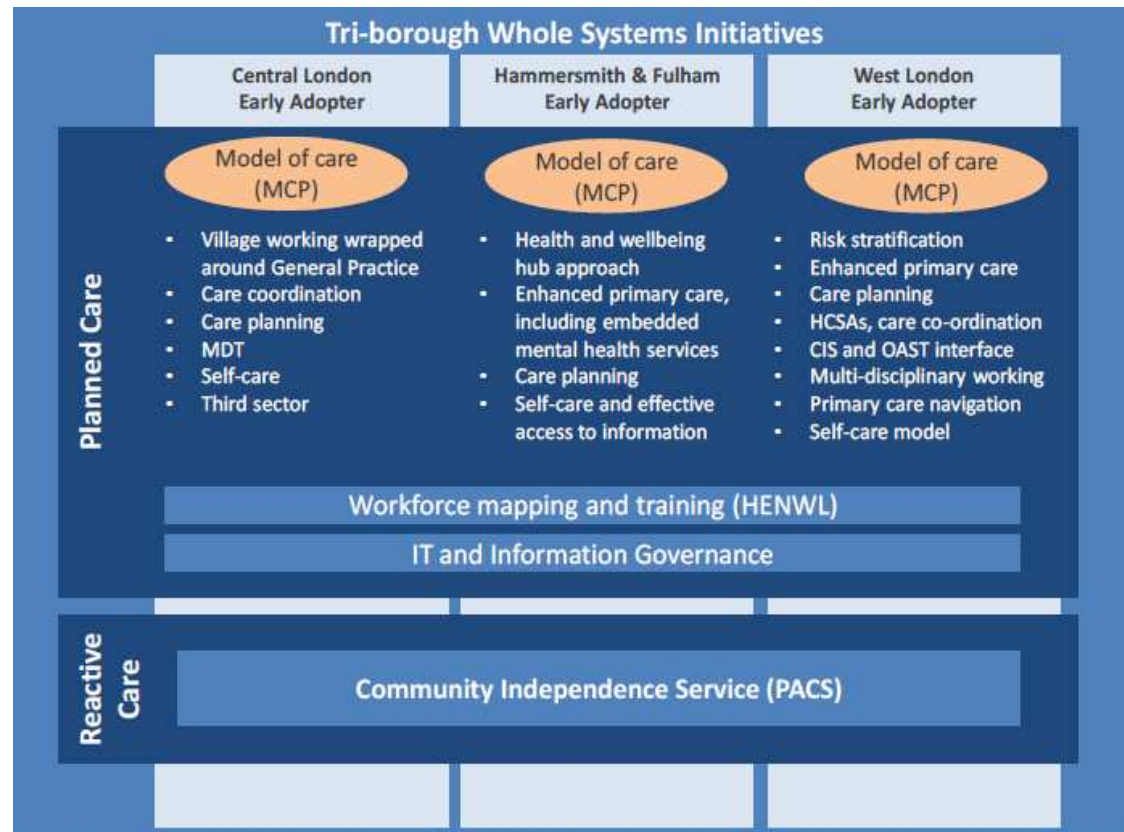
Whole Systems Integrated Care key milestones



Planned and reactive models of care to support Whole Systems

As part of the North West London Whole Systems Pioneer Programme, Tri-borough partners are developing both planned and reactive models of care in support of the Whole Systems shared vision and principles:

1. People will be empowered to direct their care and support and to receive the care they need in their homes or local community;
2. GPs will be at the centre of organising and coordinating care so that it is accessible and provided in the most appropriate setting; and
3. Our systems will enable and not hinder the provision of integrated care and ensure that funding flows to where it is needed most.



This will be supported by on-going enabling work across North West London

Model of Care (MoC) and Outcomes

- § Develop a common set of outcomes across NWL including embedding the outcomes in the way that Early Adopters performance manage and evaluate
- § Provide support and shared learning to developing Models of Care for existing and new population segments

Governance & Contracting

- § Support to develop the new capabilities and capacity required to move into a WSIC model
- § Support to make the necessary contracting changes that will support shifting from shadow to 'real' ways of working
- § Development of a consistent approach to assurance of new commissioning and provider models

Analytics and Informatics

- § Roll-out across NWL of the data warehouse and dashboards
- § Training and support to users as the dashboards get taken up across NWL
- § Consistent management of IG processes, stakeholder engagement and vendor management

Finance and capitation

- § Move Early Adopters towards capitated budgets and pooled budgets from a technical and contractual perspective (development of a pricing methodology and principles)
- § Support Early Adopters with the changes that are required and provide, where appropriate, technical guidance in the implementation

New ways of working (Change Academy)

- § Roll-out the Change Academy to embed new ways of working for teams and their leaders
- § Run the Change Academy day-to-day including supporting participants, organising sessions, coordinating programmes