

## STP Enclosure Cover Sheet

<b>Document</b>	Organisational Design Update – next steps for the Accountable Care System in Devon
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<b>Meeting</b>	Strategic PDEG

<b>Purpose</b>	Following endorsement of Collaborative Board in September of the future configuration of our accountable care system in Devon, to allow delivery at pace, this paper provides a more detailed description of how this will be implemented.
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<b>Background</b>	<p>Since December 2016, partners across Devon – including all NHS organisations, Local Authorities and Livewell Southwest – have been united in a single ambition and shared purpose to create a clinically, socially and financially sustainable health and care system that will improve the health, wellbeing and care of the population we serve, as outlined in the Sustainability and Transformation Plan (STP) for Devon.</p> <p>To support the most effective delivery of transformed care and achieve the triple aim of improving quality, lowering costs and enriching patient experience through stronger care integration, partners in Devon are planning to evolve the STP by developing an Accountable Care System as part of plans to better integrate health and social care services.</p> <p>The direction of travel with respect to the Accountable Care System has been endorsed by collaborative board in September.</p>
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<b>Recommendations</b>	<p>Partners have now agreed several important components of the Accountable Care System for Devon (which includes Torbay and Plymouth) that will allow delivery of the STP at pace.</p> <ol style="list-style-type: none"> <li><b>A single strategic commissioner</b></li> <li><b>A number of place-based delivery models</b></li> <li><b>Shared corporate services across Devon</b></li> </ol>
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<b>Outcome</b>	Agree narrative
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**The NHS in Devon understands its need to meet all relevant statutory obligations when undertaking a change programme and nothing in this report should be taken to commit the NHS to a particular decision without proper consideration of those obligations**

## **Accountable Care System in Devon – Next Steps**

### **Background**

Since December 2016, partners across Devon – including all NHS organisations, Local Authorities and Livewell Southwest – have been united in a single ambition and shared purpose to create a clinically, socially and financially sustainable health and care system that will improve the health, wellbeing and care of the population we serve, as outlined in the Sustainability and Transformation Plan (STP) for Devon.

To support the most effective delivery of transformed care and achieve the triple aim of improving quality, lowering costs and enriching patient experience through stronger care integration, partners in Devon are planning to evolve the STP by developing an Accountable Care System (ACS) as part of plans to better integrate health and social care services.

The direction of travel with respect to the Accountable Care System has been endorsed by collaborative board in September (see Appendix 1)

### **Next Steps**

Following endorsement by collaborative board, further discussions with system leaders has led to an outline and more detailed description of how the Devon STP will be evolved into a single Accountable Care System as a key enabler to achieving effective and affordable care. This is set out in this paper. The proposition is that through the transformation and integration of commissioning and delivery, the development of an Accountable Care system will better delivery the shared ambition for the people in Devon as set out in “Shaping Your Future Care”. It is proposed that an evolutionary path for the ACS is phased as follows:

#### **1. A single strategic commissioner for Devon**

Phase 1: NHS Commissioners (NEW Devon and SD&T CCGs) will align with a Joint Executive Team and will appoint to a Joint Chief Executive post by April 2018, who will also take on the STP lead role. The partner arrangements developed under the STP with the three local authorities within Devon will ‘lift and shift’ to this arrangement. This will replace the current STP leadership and infrastructure. Under this partnership the ‘Single Strategic Plan for Devon’ will be refreshed and implemented, with all NHS and Councils working as a commissioning partnership to deliver this plan through collaborative investment of their respective health, social care and public health funding for the populations they serve.

During 17/18, through the STP Strategic Commissioning/ACS work stream, Council and NHS partners will agree the staging, mechanisms and pace to progress the agreed ambition for a consistent model of integrated health and social care commissioning arrangements and pooled commissioning budgets, including the performance management and accountability arrangements that underpin these, to better deliver the Single Strategic Plan for Devon and the statutory duties of all partners to the people of Devon.

Objective: To implement the first phase of these new arrangements during 2018/19.

#### **2. An integrated delivery system for Devon, providing affordable health and social care within a fair share of resources for the population served.**

Phase 1: To develop integrated delivery systems that will better achieve the service ambitions set out in ‘Shaping Your Future Care’. Phase 1 will focus on addressing the most pressing delivery challenges in the Devon care system, these are:

(i) A single delivery system for Mental Health services in Devon

The aspiration is that mental health needs are placed on an equal footing with physical health need, that mental health services will be supported to become more appropriately resourced and more resilient under a single delivery system, that more specialist mental health services will be Devon-based, and that the mental health services that local people more frequently access will be organised to deliver a seamless service with 'place based' primary, community and secondary care services to deliver a more integrated response to the needs of people who experience mental ill-health. During 17/18, through the STP Mental Health work stream, the model for this single delivery system will be developed.

(ii) Place-based integrated delivery systems with agreed delivery networks where more specialist services need to be delivered at greater scale across these 'place based' systems.

- North, East and South Devon already have place-based vertically integrated delivery systems for health and social care in place, and are experiencing improving performance and affordability of care delivery. However there are significant delivery and affordability challenges in the acute hospitals across the NES footprint that could be better managed through a more networked model of delivery, delivering more resilient services, achievement of service standards that are 'best care for Devon' and more affordable acute care.

Objective: To develop the framework for better networking across the acute hospital services in NES by December 2017, thus enabling the faster and more effective implementation of the service changes agreed through rolling Devon-wide service reviews under the STP Acute Service Review work stream, elective care and financial challenges in acute care provision.

- West Devon has integrated commissioning for health, social care, public health and public services that impact on health and wellbeing in Plymouth, and has integrated community health and social care across a wider footprint, but has long standing, systemic challenges which continue to impact on performance against key service standards along with significant funding challenges which means that this 'place based' system is experiencing challenges that are more severe than in the rest of Devon. Plymouth acute hospital also provides services to a significant population in Cornwall and a framework for better networking between the acute hospitals of Plymouth and Cornwall needs development.

Objective: To further Plymouth's achievements in integrated care planning and commissioning by developing a model of integrated care delivery for the West of Devon to tackle the care delivery and financial challenges in this 'place based' system and to develop the framework for better networking across the acute hospital services in Plymouth and Cornwall, thus enabling the faster and more effective implementation of the service changes agreed through the STP Acute Service Review rolling service reviews where these require networked solutions across Devon and Cornwall.

- Primary care is an essential foundation to the system of care and integrated place based delivery and through the STP primary care work stream further work will be progressed on how primary care can be supported most effectively in this capacity.

Objective: To work with primary care colleagues to ensure a resilience in workforce and workload, to ensure that the existing and future primary care resource is supported to provide proactive and

preventative care, working with communities and place based integrated delivery systems in the new models of care.

(iii) Shared Corporate Services for Devon

Corporate services (such as Information Technology, Finance, Human Resources, Estate services, legal services and others) will be organised on a Devon-wide basis to improve resilience and productivity and to further reduce cost.

Objective: To develop a shared services delivery model for Devon by December 2017 with a phased implementation plan that will be delivered from Q1 2018/19.

## **Governance**

The developments of the ACS for Devon in relation to both the commissioning and delivery parts of the system, will be overseen by the Organisational Design Programme (Nick Roberts as SRO) and reported on regularly through the STP PMO and PDEG. The mandate for the Organisational Design Programme has been updated to reflect these objectives.

## **Appendix 1**

### **Core Narrative on developing an Accountable Care System for Devon**

Since December 2016, partners across Devon – including all NHS organisations, Local Authorities and Livewell Southwest – have been united in a single ambition and shared purpose to create a clinically, socially and financially sustainable health and care system that will improve the health, wellbeing and care of the population we serve, as outlined in the Sustainability and Transformation Plan (STP) for Devon.

To support the most effective delivery of transformed care and achieve the triple aim of improving quality, lowering costs and enriching patient experience through stronger care integration, partners in Devon are planning to evolve the STP by developing an **Accountable Care System** as part of plans to better integrate health and social care services.

The move has some significant benefits:

- It will greatly enhance how health and social care services are delivered to those living in our communities.
- For those receiving primary, secondary or social care, the move will result in services that are far more joined up, less confusing and better coordinated.
- It will help oversee the use of the annual healthcare budget and social care budget across Devon.
- It will also reduce the administration involved in managing these services.

This development builds on progress that partnership working has brought as part of the Devon STP – which has seen a number of benefits in the past year:

- Huge progress in addressing historic financial issues. Over £100 million was saved last year by doing things much more efficiently.
- Developing new models of care – treating people at home, rather than in hospital. Satisfaction levels of patients are higher than 90% where these changes have been made.

- Stronger clinical networks and joint working across Devon's four main hospitals, which has led to stronger performance, novel ways of recruiting and retaining professionals and more sustainable services.

The development of a new Accountable Care System in Devon mirrors the approach being taken nationally. NHS England Chief Executive, Simon Stevens said that these Accountable Care Systems are part of "the biggest national move to integrating care of any major western country."

Partners have now agreed several important components of the Accountable Care System for Devon (which includes Torbay and Plymouth) that will allow delivery of the STP at pace.

These include:

### **1. A single strategic commissioner**

Devon's ambition is to have a single integrated strategic commissioner for health and social care, primary care and specialised commissioning and the three health commissioners (two CCGs and NHS England) and three local authorities (Devon County Council, Plymouth City Council and Torbay Council) have been progressing plans for this. The strategic commissioner will need to recognise the existing integrated commissioning arrangements for Plymouth and will work to address how these are built on in the place based integrated system in West Devon (see 2.i).

The first step of this will see the county's two Clinical Commissioning Groups – NEW Devon CCG, and South Devon and Torbay CCG – working together to:

- Manage the overall annual NHS budget of £1.5 billion.
- Set strategic direction for the healthcare services.
- Co-commission services.
- Develop plans for the future – including possible moves to take on more specialised commissioning services and primary care services from NHS England.
- Develop further the joint working arrangements with Local Authority Partners – with joint roles and pooled budgets where this is beneficial.

### **2. A number of integrated delivery systems**

Building on the integration in care that exists in many parts of Devon, the ambition is to have fully integrated delivery systems in all parts of the county

that are responsible and accountable for the way in which money and resources are best deployed locally to meet population needs and the strategic framework they are operating within.

To progress this, three areas of work will look at how budgets, services and resources are planned and used for specific local populations across Devon.

These are:

- i. **West Devon** (including Plymouth and links with South East Cornwall) – health and care providers and commissioners enhancing and further developing integrated whole person care for the local population of Plymouth and West Devon.
- ii. **Specialist mental health services** – with the aim of ensuring mental health services are placed on an equal footing as physical health. This will also ensure that specialist mental health services become more integrated within primary and secondary care.
- iii. **North, East, South Devon and Torbay** – building on the existing integrated local community care models in these areas, and the learning from the first phase of the Acute Services review, working collaboratively to ensure resilience in our care systems in these three localities. A collaborative approach to acute care provision also includes the acute and specialist services in West Devon.

Progress against agreed thresholds in each of these areas will determine the pace at which the integrated delivery systems become accountable locally.

### **3. Shared corporate services across Devon**

This will see key corporate services (such as IT, finance and HR) in all organisations moved into a shared service across Devon so that there is greater cooperation, less duplication and greater efficiencies. These moves could save up to £12 million annually.

The existing STP architecture and governance structures will be incorporated into the Devon Accountable Care System.