

Report to STP Board: 20 May 2019

Agenda item:	3.1		
Title:	South Alliance – Update		
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Report purpose (Please mark one in bold)			
APPROVAL	DECISION	ASSURE	INFORM
Link to STP Priorities (Please mark all applicable in bold)			
AT HOME IS BEST	SAFE & EFFECTIVE HOSPITAL CARE, WHEN NEEDED	WE'RE ONLY SUSTAINABLE TOGETHER	SUPPORTED DELIVERY
Committees/groups where this has been presented to before (including date)			

Purpose of the paper
This paper provides an update on the progress of the South Alliance and outlines the next steps.
The STP Board is invited to:
The Sustainability and Transformation Partnership (STP) Board are asked to note the South Alliance update.

1. INTRODUCTION / BACKGROUND

The South Alliance comprises providers of health and care serving the populations around Cambridge, south Cambridgeshire, Ely, and east Cambridgeshire - many of whom would use Addenbrooke's as their local hospital. The South Alliance was formed in summer 2018 and brings providers together to address the triple aims described in the *Five Year Forward View*: by improving the quality of care for patients and service users; outcomes for the local population and value for the taxpayer.

Working collaboratively to put patients and the population first, and organisational interests second, the South Alliance has agreed the following priorities over the next 12 months:

- supporting the development of primary care networks covering around 30,000 to 50,000 people across the whole footprint;
- implementing Integrated Neighbourhoods, building out from primary care, starting with four local geographies; and
- understanding and acting on population health data, as well as the knowledge and insight of local teams, to identify at-risk groups of patients and then provide proactive, preventative care and support.

Since the last update to STP Board in March 2019, the South Alliance have been:

- Supporting the formation of Primary Care Networks covering 30,000 – 50,000 with a view to identifying the next Integrated Neighbourhoods, where GP colleagues have asked for this;
- Working with Granta Medical Practices, Cambridgeshire and Peterborough Foundation Trust, Cambridge University Hospitals and Cambridgeshire County Council to implement the Granta Integrated Neighbourhood;
- Engaging with managerial, operational and clinical staff across the South Alliance
- Linking with, and learning from, Cambridgeshire County Council's 'Neighbourhood Cares' teams and 'Think Communities' programme; and
- Securing a small amount of dedicated resource so the South Alliance can start to scale and accelerate their work.

2. BODY OF REPORT

Primary Care engagement

Our Clinical Commissioning Group (CCG) and Local Medical Council (LMC) are leading engagement with GPs on their future Primary Care Network groupings. The South Alliance have continued to support the CCG, LMC and GP colleagues through this process with support from James Morrow, South Alliance Integrated Neighbourhood clinical lead.

The South Alliance are actively looking to support more Primary Care Networks, including Cambridge City North and North Villages, to develop their plans to become an Integrated Neighbourhood for the populations they serve. A Strategy Manager, from NHSE's

national Strategy and Policy Graduate scheme, has been aligned with Cambridge City North Practices to support the development of their Primary Care Network and Integrated Neighbourhood. North Village Practices are currently developing their Primary Care Network and care model. The South Alliance will be meeting with the practices in June to discuss the possible development of their Integrated Neighbourhood. Following the Primary Care Network grouping deadline in May, the South Alliance will continue to engage with further Primary Care Networks to support the development of Integrated Neighbourhoods with Primary Care Networks as their cornerstone.

Phase One Integrated Neighbourhood development: Granta

The South Alliance continues to work closely with Granta Medical Practices on the development of their Integrated Neighbourhood covering a population of 44,000 living in Sawston, Linton and Great Shelford to improve care for patients and outcomes for the population they serve. The Granta Integrated Delivery Board has been established, bringing together staff from Granta Medical Practices, Cambridgeshire and Peterborough NHS Foundation Trust (CPFT), the local authority, CCG and Cambridge University Hospitals (CUH).

Granta Integrated Delivery Board members hosted a co-designed event for the Granta Integrated Neighbourhood on 8 May 2019. Over 35 people attended, including clinical and operational staff from the voluntary sector, acute, social care, community, County and District councils, CCG and patient representatives. The workshop focused on developing joined up, holistic care for local people and included a story from a Granta patient and a case study from Cambridgeshire County Council's Neighbourhood Cares pilot, which has successfully implemented multi-disciplinary teams which focus on what matters to patients.

The feedback from the workshop was positive and attendees were enthusiastic about developing a new model of care around the Granta neighbourhood. The attendees developed a shared statement of purpose and vision for how Granta Integrated Neighbourhood will improve care for local people. The Granta Integrated Delivery Board will continue to build on the enthusiasm for this work with staff and have identified eight potential Integrated Neighbourhood projects. These include bringing together existing discharge schemes to enable supportive and effective discharge from hospital; working with CUH to deliver specialty services, such as neurology in primary and community care settings and working collectively to develop new pathways for specific conditions such as Chronic Obstructive Pulmonary Disease, which take account of both physical and mental health and care needs.

Over the coming month, the Granta Integrated Delivery Board will prioritise these projects and work with staff to develop plans for implementation. A detailed write up of the Granta Workshop and a prioritisation of Granta Integrated Neighbourhood projects will be presented at the next South Provider Alliance meeting in June.

Engagement

The South Alliance is engaging widely with the organisations across the system to empower staff to develop and implement Integrated Neighbourhoods. A number of engagement opportunities are planned, including a Granta Integrated Neighbourhood

Board session with the CUH wider leadership team, which is attended by clinical and operational leaders across the Trust.

With support from the South Alliance, members of the Granta Integrated Delivery Board have secured a place on the Virtual Academy of Large Scale Change and Systems Leadership programme, a competitive programme run by the national NHSE Sustainable Improvement team. The attendees for this Masterclass will focus on a project to improve supported discharge for the Granta Integrated Neighbourhood. The eight colleagues attending this masterclass will be operational and clinical representatives from CPFT, Council, voluntary sector, CUH and General Practice. This will be an opportunity for colleagues to come together and use a change methodology to develop a practical model of care which ensures that patients receive the right care, in the right place, at the right time.

Working together, analysts have extracted Granta primary care data and are working towards integrating this with secondary, community and Adult Social Care data. The output of this work will enable staff to identify evidence-based interventions that help us to provide more preventative, proactive care to specific cohorts of patients as well as identifying the right metrics and evaluation framework.

Learning from local government

Integrated Neighbourhoods will build on Cambridgeshire County Council's 'Neighbourhood Cares' teams and 'Think Communities' programme. The Granta Integrated Neighbourhood is building on learning from Neighbourhood Cares and incorporating Buurtzorg principles into the development of the Integrated Neighbourhood model and projects. The Buurtzorg UK and Ireland team presented learning from this model at the South Alliance meeting in April. The South Alliance is proactively learning from these initiatives in three ways:

- applying the principles to multi-professional teams working within Integrated Neighbourhoods;
- testing our ability to apply these approaches across larger geographies covering 30,000-50,000; and
- identifying the common, replicable features of successful team-based approaches.

South Alliance Resourcing

The North and South Alliance have developed a joint resource request for 2019/20. Where possible the Alliances will share roles to ensure economies of scale and a common approach.

In principle approximately £300k has been outlined, utilising the underspend in the SDU budget for 2017/18 and 2018/19, to support the resource ask for the South Alliance. In addition to this, system partners were asked to transfer project resource into the Alliances to support the implementation of the Integrated Neighbourhoods. Thus far, only CUH has been able to release staff to provide dedicated support to the South Alliance.

The CCG has worked with the North and South Alliances to create dedicated roles to support the development of Primary Care Networks and Integrated Neighbourhoods. Working closely with our CCG, we hope to have appointed staff to these roles by July 2019.

A proposal for the spending and monitoring the South Alliance funding allocation for 2019-20 is being developed.

Once a full team is established to lead the South Alliance work, the South Alliance will be able to:

- Provide support to other phase one Integrated Neighbourhoods areas, enabling implementation of the model across the South;
- Continue to engage and work with GPs across the South on the development of Primary Care Networks and Integrated Neighbourhoods; and
- Undertake larger programmes of work identified through the 'Ask and Offer' workshop, including work to enable more integrated working between primary care and hospital staff.

3. RECOMMENDATIONS

The STP Board are asked to note the update from the South Alliance.

13 May 2019