New Ways of Delivering Health and Care Services
Knowing your STPs from your ICSs

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New Ways of Delivering Health and Care Services – first, why is change needed?

• Everyday, there are many examples of great practice across health and care.

• And also many opportunities – for bridging gaps across organisations, preventing ill health, and providing even better care.

• This is particularly important as we now understand health is not just about the NHS or someone not having disease. Health is about physical, mental, social, wellbeing.

• And particularly given the current challenges of funding constraints, and pressures from a growing and ageing population. New ways are needed of delivering health and care.
A story of a service user ...

Community
(Various groups: family, neighbours, work, charities, GP, local services)

Hospital
6 sets of operations, lengthy stay, infections, medications, delay

Community
(Various groups: social care, wider support)

With a package of support. But could happen again
Working Together to Meet Needs

People involved with the care of people like this man are working together to **improve care** -

- more care in people’s homes and the community
- breaking down barriers between services. E.g. co-ordinating the work of general practices, community services and hospitals to better meet needs

For the growing number of people with multiple medical conditions receiving care or support from various health and social care staff, this is particularly important.

They also see the need to **prevent ill health** by working with local authorities and others to tackle the wider determinants of health and wellbeing. E.g. Risk factors; health inequalities; changing lifestyles and behaviours (Marmot report)
NHS Five Year Forward View & STPs

In recognition of this, the **NHS five year forward view** (2014) set out a road map for achieving these objectives. Several areas of England have been working to put in place the new care models outlined in the Forward View.

Every part of the country has developed **sustainability and transformation plans** (STPs) describing how they will implement the Forward View locally. There are 44 of these. Local sustainability and transformation partnerships support the delivery of these plans (often also referred to as STPs).

**Integrated care systems** (ICSs) have evolved from STPs and take the lead in planning and commissioning care for their populations and providing system leadership.
Integrated Care Systems (ICSs)

Integrated care systems (ICSs) bring together NHS providers, commissioners and local authorities to work in partnership in improving health and care in their area. They include hospitals, community services, mental health services and GPs. Social care and independent and third sector providers may also be involved.

ICPs are at various stages of development across England and ICSs have been established in ten areas, two of which – Greater Manchester and Surrey Heartlands – are part of the government’s devolution programme.
Integrated Care Systems (ICSs)

The 10 ICS areas were selected on the basis of the quality of their STPs and an assessment of their ability to work at scale to take forward the ambitions of the Forward View.

They vary widely in their size and complexity:
South Yorkshire and Bassetlaw; Frimley Health and Care;
Dorset; Bedfordshire, Luton and Milton Keynes;
Nottinghamshire; Blackpool and Fylde Coast;
West Berkshire; Buckinghamshire;
Greater Manchester (devolution deal);
Surrey Heartlands (devolution deal).
What does this mean for health and care organisations?

The current ICS programme involves working with NHS England and other national bodies on a number of issues, including:

- **governance arrangements, leadership and staffing** required for the ICSs
- **financial arrangements** (eg how services should be paid, risk sharing, total)
- how best **NHS England and NHS Improvement** should work with ICSs
- **Performance** contract, memoranda of understanding, performance goals
- Support for developing **population health management** capabilities

It is expected that other areas will become ICSs when they demonstrate strong leadership, a track record of delivery, strong financial management, a coherent and defined population, and compelling plans to integrate care (NHSE, Feb 2018).
What does this mean for local populations?

These developments hold a promise of a different way of working in the health and care with an emphasis on places, populations and systems.

More joined up care for the man, or better, helping him to access the support to prevent its need in the first place.

But, the challenges in making progress are real and should not be underestimated.
Where to find out more

Lots of resources on our website and through our Leadership and Organisational Development work.

The health system in England is facing a number of challenges including an ageing population, an increasing number of people with multiple, long-term conditions and a difficult financial climate. To meet these challenges, more integrated approaches to care delivery are needed to improve both the quality of care and patients’ experience.

ACOs build on previous efforts to integrate services in the NHS and their development draws on experience from health systems in the United States and other countries. For many areas, an ACO can bridge the gap between primary and secondary care, focusing on care for the whole population.

Who is it for?
The network is for senior managers and clinicians interested in, and already involved in developing ACOs, ACOs and other new care models for their local population.
Thank you

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