Lessons and reflections on integrated care

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What is integrated (accountable care)?

➢ Health and care organisations in an area working together to meet the needs of their population including improving population health by tackling the causes of illness and wider determinants of health

➢ Integrated care systems – evolved from STPs to take the lead in planning and commissioning care as well as system leadership

➢ Integrated care partnerships – alliances of providers delivering care collaboratively rather than in competition

➢ Integrated care organisations – commissioners award long term contract to single organisation to provide health and care services following a procurement process
Why is change necessary?

➢ Financial challenges

➢ Rising demand with growing and ageing population living with more long term conditions

➢ Greater expectations and ability to provide care with new technology and medical advances

➢ Workforce challenges

➢ Working harder is not sufficient or realistic so the NHS and social care needs to work differently, in a more integrated way providing more care closer to people’s homes whilst ensuring a strong core of acute services in hospitals
International learning

Intentional whole health system redesign
Southcentral Foundation’s ‘Nuka’ system of care

Author
Ben Collins

November 2015

The quest for integrated health and social care
A case study in Canterbury, New Zealand

Developing accountable care systems
Lessons from Canterbury, New Zealand

Anna Charles
August 2017
International learning

- Positive change can happen in terms of outcomes and moderated demand but it takes time and consistent leadership across a system
- A clear, unified vision is fundamental
- Integration across all aspects of the service crucial with clinical leadership, managerially enabled
- Investment in the workforce necessary to enable them to innovate and own the change in clinical pathways
- Information systems and use of data is key to facilitate change
- Staff working in multi-disciplinary teams not tied to old organisational structures
- A focus on the population itself drives the best outcomes
Integrated care areas in England

Accountable Care Systems across England

Key
1. South Yorkshire and Bassetlaw
2. Frimley Health
3. Dorset
4. Milton Keynes, Bedfordshire and Luton
5. Nottinghamshire
6. Blackpool and Fylde Coast
7. West Berkshire
8. Buckinghamshire

Devolved areas
9. Greater Manchester
10. Surrey Heartlands
How are ICSs developing?

- Variations in size and complexity
- Important distinction between ICSs and ICPs
- Work on governance, leadership and staffing
- Work on service change and improvement
Service change and improvement

- This is the core rationale for ICSs and ICPs
- Tangible progress is evident in most places
- Frimley is a leading example building on new care models
- Dorset is reconfiguring Bournemouth and Poole hospitals
- GM is developing 10 local care organisations using STF monies, plus much more
- All areas face the same operational pressures as the rest of the NHS
Challenges in early work

➢ The statutory framework does not make this work easy
➢ Much hinges on relationships and trust
➢ Regulators are often slow to align behind ACSs
➢ Key leaders face competing demands
➢ LAs are key partners in some areas but not in all
➢ JR challenges have raised concerns about privatisation
➢ Staff and public engagement is usually limited
Key development needs for new ICSs

➢ Relationship building in leadership teams
➢ Developing governance arrangements
➢ Staffing the ICS
➢ Communicating and engaging with partners, staff and the public
➢ Aligning commissioning within the ICS
➢ Working towards single regulatory oversight
➢ Planning for a system control total and financial risk sharing
➢ Engaging primary and secondary care in the ICS
➢ Delivering the change on the ground
In conclusion

- ICSs have the potential to be a real game changer, but are at different stages of maturity
- The language and (lack of) publicly facing narrative have not helped
- Much more attention needs to be paid to clinical engagement and community engagement
- Organisational realignment without service improvements will not deliver the Forward View