



Developing integrated care in South Kent Coast and Thanet

1. Introduction

NHS South Kent Coast (SKC) Clinical Commissioning Group (CCG) is made up of the 30 GP practices covering the Deal, Dover, Folkestone and Romney Marsh areas. It has £270 million to spend on hospital, community and mental health services for the 199,000 people living in this area.

NHS Thanet CCG is made up of 19 member practices covering a population of 143,000 with a budget of £200m

Each CCG has a five-year strategy that sets out our objectives for the coming years. Key to the delivery of this strategy will include:

- Improving care in hospital care and making sure that acute care requiring specialist facilities, whether for physical or mental health needs, will be highly expert to ensure high quality. This will involve us working closely with East Kent Hospitals University Foundation Trust (EKHUFT) on their clinical strategy.
- Improving out of hospital care, making sure that only those services which really need to be delivered in a hospital setting are there.

Part of this will involve developing an integrated model of care out of any acute hospital setting, wrapped around the patient, and clinically co-ordinated by their GP.

This briefing outlines both CCG's plans for developing their own Integrated Care Organisation (ICO) and our progress in developing out of hospital care in each of our local communities.

2. Background

A case for change

Local NHS and social care partners recognised that the current pattern of health and social care locally could not continue in its current form for four key reasons:

- a) It will not be able to cope with the rising level of demand for care that can be anticipated over the next few years



- b) It is highly unlikely that the funding available for health and social care will be sufficient to meet that growth in demand
- c) Patients have indicated that they want health and care to be more joined up and better able to meet their needs. Currently, the fragmentation of responsibilities for commissioning and provision makes it difficult to do this systematically and consistently
- d) There are already difficulties in attracting and retaining a clinical workforce in the right numbers and with the right skills to deliver the care we need – these problems will worsen unless services are designed in a way that makes working in them attractive to health and care professionals

With an increasing demand for services, a growing older population with a rise in multiple long term conditions and health and social care budget restraints better integrated care is seen as an essential requirement to improve the quality and efficiency of the NHS.

At present the provision of out of hospital care is highly fragmented. It is provided by multiple organisations that are often differently engaged and governed through the NHS or local government. Provision spans statutory public organisations such as NHS Trusts, Kent County Council (KCC) and local government directly managed provision, private sector, voluntary and charitable organisations.

Individual organisations are incentivised to do things in their own parochial interests shaped largely by the current business practice of their commissioners/ funders .This is not universally systematic nor aligned to provide a seamless integrated approach. It is also not focused on common outcomes for patients and the local population.

3. Achieving our vision for out of hospital care

NHS South Kent Coast and NHS Thanet CCG's strategic plans includes the development of a systematic model for health and care services out of any acute hospital setting, wrapped around the patient, co-ordinated by their GP.

Our vision is to provide a more coherent and sustainable service model, designed and delivered around patients rather than the needs of patients being forced to fit around services already available.

Achieving our vision will involve reorganising the local provider market to focus on a common purpose of improved local population outcomes, experience and value.



It will also involve us working closely with local people and organisations, including Kent County Council, district councils, providers of health and social care and the voluntary and community sector to prioritise and design the services that each community needs.

4. A local vision for integrated care

Integrated care is a fundamentally different way to meet health and care for a defined population and tailored care to meet individual needs. It means changing the design of services, the people that deliver them and how services are paid for.

Integrated care service models mean that the traditional segmentation of care by provider organisations (e.g., primary, secondary, community, social, mental health) is no longer appropriate. In the first instance, integrated care means that care services, the care team, and the overall budget for the health and care for a defined community have to be brought together.

The vision for integrated care can be explained as:

- One Service**
 - To the public it feels like one cohesive, coordinated service being commissioned and delivered with integrated clinical and professional governance
- One Team**
 - To care providers it feels like they are all involved in, and responsible for people's care and support working together as one team, no matter who employs them
- One Budget**
 - All providers demonstrate they understand their responsibility for adding value and for managing the resources available for the whole population as well as for individual patients

5. Benefits of integrated care



By providing care in an integrated way and ensuring that the citizen is at the centre the following benefits can be expected

- Better health and wellbeing
- Greater responsibility born by patients/public
- Better patient and carer experiences
- Better coordination/greater efficiency/better value
- Better preventative health (universal)
- Better preventative care for at risk groups
- A sustainable health and care system

6. Approach taken

Both CCGs appointed independent consultants to establish a 12 week programme of work that enabled current providers serving South Kent Coast and Thanet Communities to establish a coordinated and robust service model for the provision of sustainable comprehensive services outside hospital, working together with partners across health and social care and voluntary sector.

Both CCGs' approach has been to develop a shared view of the future service model 'bottom up'. The aim was to encourage front line staff and patients across local services to be engaged in the final design from the outset. It was also believed that this would encourage more innovative solutions.

Public and patients have been fully engaged through a number of different stakeholder events and a patient and public panel was established to co design and drive change.

An oversight group was established at the beginning consisting of key provider stakeholders this provided senior organisation "sign up", commitment and leadership to the overall direction and process.

Separate Thanet and South Kent Coast workshops were held to build consensus about the scope of integrated care for each locality. Over 200 frontline health, social care and voluntary sector practitioners came together to map current services for each CCG and design what integrated care could look like in the future. A "Big Picture" of integrated care for the future was developed. This was followed by a workshop for senior leaders to review the emerging model, comment on the outputs and consider the organisational



delivery options for integrated care. The outputs from these workshops were presented to an oversight group.

A number of infrastructure workshops took place focusing on finance, workforce, information and IT and commissioning. These were to consider the type of infrastructure support and capacity that would be needed by the system as it moves into implementation of integrated care.

In developing the right out of hospital care it is critical to establish the right relationship between GP's and hospital consultants to ensure services are developed in the right place. Both CCG's have had detailed successful meetings with their hospital consultant colleagues through the design process. This will also inform EKHUFT's own clinical strategy. For Thanet CCG this includes the opportunity to develop Queen Elizabeth the Queen Mother Hospital (QEQQMH) as a community asset.

Further meetings have been held with the CCG membership to discuss where GPs and practices see themselves in the emerging framework. These discussions will continue with the full Local Medical Council (LMC).

The University of Kent has developed an evaluation framework and therefore this integration programme is underpinned with best practice, action research and evaluation and learning.

7. Progress

NHS South Kent Coast and NHS Thanet CCGs are now at the position where an outline model for integration has been designed locally. Whilst this work was happening the *Five Year Forward View* was published which outlined 4 new models of care for integration. The work that both CCGs are doing fully aligns with this direction of travel.

The local GPs in South Kent Coast are looking to lead the establishment of a 'Multi Specialty Community Provider'. Ultimately this will become a full risk-sharing, population-based approach to organising integrated care locally.



The local model of care will be developed from current resources and centred on the natural local communities of Romney Marsh, Folkestone, Dover and Deal.

In Thanet a further design session is being planned to advance thinking on the locality model for integration focusing on the role of QEQMH as an integral element of the model providing community orientated acute provision ensuring that services are drawn into Thanet wherever possible.

There is further engagement planned to design with residents and clinicians the service details of the local areas within Thanet (Broadstairs, Margate, Ramsgate) and those services which are all across Thanet.

A number of integration projects in each locality are already in place locally moving localities towards the developing vision for integrated care these are outlined in **Appendix 1& 2**

8. Next steps

This is an ambitious programme of work and will need to be taken forward in a phased approach. It will be necessary to ensure that safe care continues to be delivered whilst totally transforming the way that health and social care is provided in the future.

A detailed integrated programme plan will be developed with clear phasing and governance for delivery. There is a significant amount of detailed preparation and planning work still to be done before the model can be fully agreed by all stakeholders. Implementation of integrated working practices are beginning to be implemented these are working towards the defined vision.

There is the opportunity to become a test bed site (outlined in the *Five Year Forward View Planning Guidance*). NHS SKC CCG is exploring this opportunity. National Support will be given to areas who become test bed sites, there are a number of challenges that will require significant work locally and nationally in order for new integrated models to be established focusing on challenges such as organisational legal forms, procurement routes, new contractual models.

APPENDIX 1

1. NHS South Kent Coast CCG



Developing out of hospital care in local communities

Alongside the work to shape the provider market, we are actively engaging with our local communities to help prioritise and design the services that they need.

(a) Deal

Following public events in January and April 2014, the CCG is working with the local community and providers to develop a health and care hub. Deal Hospital will have a prominent role.

Services already in place include:

- A clinical care pilot to develop better integrated services to support patients with long-term conditions and multiple needs.
- A pilot dementia care project to ensure that patients newly diagnosed with dementia can remain living independently for as long as possible with access to appropriate support.
- An extension to the minor injury unit opening hours to 8pm (daily) to increase access.

(b) Next steps

Work is in progress to:

- Explore the possibility of nurse-led outpatient services
- Identify opportunities to undertake same day acute hospital treatment at Deal Hospital
- Run clinics and drop-in sessions for local people needing advice and support, including mental health
- Improve use of short term care beds at the hospital so that the most appropriate patients have access.
- Expand the use of technology to provide 'virtual' consultations without the need to travel.
- Retain clinics at Deal Hospital including anticoagulation, dermatology, community child health and ear, nose and throat.



2. Folkestone

(a) Progress

Following discussions with local people in July 2014, a primary care hub is being developed at the Royal Victoria Hospital. The hub is open from 8am to 8pm seven days a week for both booked and walk in urgent and routine care.

Patients can use the hub like a branch surgery of any of the local GP practices and clinical records are accessible via a linked computer system.

(b) Next steps

Plans are in place to expand the range of services to provide:

- Primary care mental health assessments
- Paramedic urgent visiting
- Access to temporary care home beds
- Improved links to community and social care
- Integrate intermediate care, adult social care and mental health services.

3. New Romney

In October the CCG held public workshop in the Marsh Academy Community Hub where Romney Marsh residents discussed which NHS services they would like provided locally. Feedback from the event is being evaluated so that plans to improve out of hospital services can be developed.

4. Dover

A public meeting with local stakeholders will take place on the 26 January 2015 to begin discussions around the development of out of hospital care in Dover.



APPENDIX 2

1. Thanet CCG

Thanet has further work to do in defining the model of integrated care across the locality. This includes the design of hospital services at QEQMH and the function of the acute hospital within a community focused model of care. A future event is planned to take this design work forward.

There are a number of projects that are happening locally that contribute to the development of integrated care in Thanet and will ultimately support the direction of travel. These are:

(a) Redesigning Thanet

Work has started to look at defining the natural communities of Thanet and designing the primary care model around these. Workshops have been held with GPs and the acute trust consultants to initially agree the communities for primary care followed by discussion on what “out of hospital care” delivered by consultants could look like.

(b) Prime Ministers Challenge Fund bid

A bid has been submitted to establish a primary care centre at QEQMH. This will improve access to GP’s providing an 8 – 8 pm service seven days per week.

(c) Integrated primary care teams

These teams are being established (including Nurses, mental health, social care) centred around localities with GP s at the heart of an integrated health and social care team.

(d) Over 75yrs primary care initiatives

Thanet has a number of local service developments based around individual practices supporting local care homes.

(e) GP step up beds

12 beds have been purchased from local care homes used as step up beds to reduce the need for hospital admission.

(f) Integrated discharge team

A hospital based team has been developed, supporting the discharge of patients from hospital and reducing the admissions from A&E.

(g) Carers’ breaks

The pooling of funding to support integrated carers support services.



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