Lancashire and South Cumbria VCFSE Assembly

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LSC VCFSE Assembly #4.

27.7.23 2-4pm.

1) **Introduction and welcome –** Tracy Hopkins.

2) **Update on Primary Care –** Peter Tinson, Director of Primary Care Lancashire & South Cumbria ICB.
   a) **Presentation**: "Implementing the Fuller Stocktake Report in Lancashire & South Cumbria". *Included in pack*.
   b) Relevant links:
      i) The national Fuller Stocktake Review report, click here.
      ii) For a helpful (and short) opinion piece linking it with the four purposes of an ICS, click here.
3) **Understanding VCFSE workforce –** Lee Radford, Director of Organisational Development, Education and Training, Lancashire & South Cumbria ICB.
   a) **Presentation**: "Building our partnership - understanding the VCFSE workforce, training and development requirements". *Included in pack.*
4) **LSC VCFSE Assembly communications and Assembly 5 –** Joe Hannett & Stephanie Gorner.
5) **Next meeting –** Assembly 5, Westleigh Conference Centre. October 19th 10am – 2pm.

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Implementing the Fuller Stocktake report in Lancashire and South Cumbria

An Overview

Proud to be part of
Lancashire and South Cumbria
Health and Care Partnership

Fuller Stocktake Report (pub. May 2022)

Lancashire and South Cumbria Integrated Care Board

It's about integrating neighbourhood care

- streamlining access to care and advice
- providing more proactive, personalised care with support from a multidisciplinary team of professionals
- helping people to stay well for longer

Fifteen recommendations – most for ICSs, others for DHSC, NHSE, HEE

Our seven themes

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1. Integrated Neighbourhood Teams

- Primary, community, secondary and social care, domiciliary and care staff and VCSE partners
- A team of teams, sharing information and resources to improve health and wellbeing and tackle health inequalities

2. Integrated Urgent Same Day Care

- Single urgent care team in each neighbourhood
- All patients clinically assessed as requiring urgent care
- Care from the most appropriate service/professional/modality

3. Working with people & communities

- Plans tailored to local needs and preferences
- Take account of demographic and cultural factors

4. Digital, Data & Intelligence

- Functionality
- Improve data to support access
- Solve problem of data sharing liability

5. Workforce

- Baseline existing capacity
- Innovative employment models
- Training, supervision, recruitment, retention and participation
- Flexibilities

6. Estates

- 'One public estate' approach
- Maximise use of community assets and spaces

7. Support

- For PCN and Neighbourhood leadership teams
- Team development
- Development forums/networks
- Provider collaboratives

Our updated timeline

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July

Aug

Sept

Oct-Feb

Mar-June

Step 1: Defining what 'good' looks like - workshop 20.07.22

Step 2: Setting out the steps to get to 'good' – rapid workshops x 7

Step 3a: Develop draft Delivery Framework, Self Assessment Tool and Delivery Planning Template – follow on workshop 20.09.22

Step 3b: Engagement on draft Delivery Framework

Step 3c: Engagement on PCN Neighbourhood Self Assessment Tool and Delivery Planning Template

Step 3d: Produce final Delivery Framework, Compendium of Good Practice, PCN Neighbourhood Self Assessment Tool and Delivery Planning Template

Step 4: PCN/Neighbourhood Self Assessment (supported) and PCN/Neighbourhood Delivery Planning (including support requirements)

Step 5: System and Place Delivery Support Plans, Outcomes Framework

Step 6: Ongoing delivery oversight and support, including sharing learning and good practice

Timeline extended to accommodate requests for further engagement from a range of partners, to allow sufficient time to consider the feedback from the 200+ responses received, to take account of recently published nationally planning guidance and to allow clinical colleagues to focus on current operational pressures

Lots of co-production and engagement

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Date	Engagement	Invited/sent to	Attended
20/07/2022	Delivery planning workshop	233	142 (72 virtually, 70 in person)
26/08/2022	INT rapid workshop	19	10
02/09/2022	Urgent Same Day Care rapid workshop	19	14
02/09/2022	Working with People and Communities rapid workshop	19	13
06/09/2022	Workforce rapid workshop	22	14
07/09/2022	Estates rapid workshop	19	10
12/09/2022	Digital, Data & Intelligence rapid workshop	15	6
14/09/2022	Support rapid workshop	15	8
22/09/2022	Follow on workshop	308	165 (39 virtually, 126 in person)
04/10/2022	Feedback on draft framework	308	Over 200 pieces of feedback have been received - individually and collectively.
04/10/2022 - 03/02/2023	Various meetings with colleagues and wider system partners	40+	

Engagement themes

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- great example of how partners need to **work together** across system, places and neighbourhoods
- essential that delivery is **resourced** and supporting teams have **headspace and time** to implement effectively
- need to **understand our current** neighbourhood service provision, investment and workforce across health and care
- informs and forms part of a **longer term view** about responding to key challenges such as workforce and investment, including an approach to allocation
- must be responsive to **local population and communities**
- should build on local and national examples of **good practice**
- develop an **outcomes framework**
- must take into account **ongoing pieces of work** already taking place within the workstreams

Neighbourhood lenses

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Regeneration Partnerships

Driving regeneration and investment. Looking at aspects of day-to-day life such as education and training; job creation and economic development; the high street; leisure and tourism; digital technology, sustainability and more

Healthier Communities

Connecting residents to each other and services available from local partners and local groups, activities and events. Providing a forum for ideas to emerge from the community. Encouraging residents to take control of their health & wellbeing

Integrated Neighbourhood Team

Bringing together teams and professionals to improve patient care for neighbourhood populations. Primary, community, secondary and social care, domiciliary and care staff and VCSE partners. A team of teams, sharing information and resources to improve health and wellbeing and tackle health inequalities

LSC Fuller Delivery Framework

Seven sections, seven themes – INT Example

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Integrated Neighbourhood Teams

What good looks like in LSC

Our integrated neighbourhood team of teams' approach will:

- Have a clear shared vision, purpose, and deliverables.
- Be made up of a blended generalist and specialist workforce which includes primary care, secondary care, community and mental health services, social care providers and the voluntary, community, faith, and social enterprise (VCFSE) sector
- Some teams may be collocated but there will be a space for the collective team of teams to come together and work together.
- Be supported by digital tools and knowledge that enable both population data analysis and person-based care information to be shared.
- Use population health data to proactively identify and target people who would benefit from a multi-disciplinary team (MDT) approach. Promote personalised care.
- Co-design and offer joined-up accessible, preventative health, social and community care, making full use of the knowledge and skills of the team.
- Work effectively as an MDT, making the best use of team skills, sharing knowledge and experience, training and learning together.
- Have robust shared leadership and governance arrangements.
- Have a culture of continuous improvement, listening and responding to the people they support.

Work has already begun to identify the priorities for INT development, informed by Core20Plus5, and the approach to INT development. Broadly this is based on three prioritised phases of 'core' INT development.

Phase 1 - 11 PCNs by 30.09.23

Phase 2 - 15 PCNs by 31.03.24

Phase 3 - 15 PCNs by 30.09.24

'Core' development is described as General Practice, Community Physical Adult Services and Social Care.

Each theme starts with 'what good looks like'

It then splits into columns, depending on who the ask is for; Neighbourhoods, Places or System.

Each section has a timeline, making it easier to see when it is to be achieved by.

Not every deliverable will take place at all 3 levels, blank columns are intentional.

Ref:	Integrated Neighbourhood Team (INT)	Place	System
	By April 2023:		
I1	**Agree what a good INT looks like**		
	Engage in co-production.	Engage in co-production.	Co-ordinate co-production involving all INT partners.
	Produce a consistent set of definitions for Neighbourhoods, INTs and MDTs		
	Engage in co-production.	Engage in co-production.	Co-ordinate co-production involving all INT partners.
I3			Sign-off the definitions
I4	**Produce an INT target operating model, providing clarity about issues such as oversight, accountability, decision making, information sharing and risk sharing**		
	Inform and shape the model, including sharing any local models and good practice.	Inform and shape the model, including sharing any local models and good practice.	Co-ordinate the co-production of the target operating model involving all INT partners.
I5			Secure executive level commitment from all INT partners to the guide.
I6			Sign-off the model.
I7	**Produce a guide to the implementation of INTs based on learning from the co-production work above**		
	Inform and shape the guide, including sharing any local learning.	Inform and shape the guide, including sharing any local learning.	Co-ordinate the co-production of the guide involving all INT partners.
I8			Sign off the guide.
I9	**Produce a guide to the development of collaborative INT leadership arrangements**		
	Inform and shape the guide, including sharing any local learning.	Inform and shape the guide, including sharing any local learning.	Co-ordinate the co-production of the guide involving all INT partners.

Delivery Framework and Tools

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- **Delivery Framework -** an overarching document which sets out what 'good' looks like and the steps needed to get to 'good' for Neighbourhoods, Places and System
- **PCN/Neighbourhood Self Assessment Tool -** supporting PCNs and Neighbourhoods to understand where they are on their development journey and the next steps
- **PCN/Neighbourhood Annual Planning Tool -** supporting PCNs and Neighbourhoods to plan the next steps on their development journey and identify the support they will need to progress
- **What it means for me –** series of quotes from key stakeholder groups explaining what the changes in Fuller will mean for them in their role
- **Compendium of Good Practice -** including examples from across Lancashire and South Cumbria and nationally
- **Operating Framework** for Integrated Neighbourhood Teams (INTs) to adapt to for local use (to follow)

Also in development:

- **Outcomes Framework** - underpinning the Delivery Framework, setting out the outcomes that will be delivered and how these will be measured
- **System and Place Delivery Support Plans** – drawing on the PCN and Neighbourhood Annual Plans, setting out the support for PCNs and Neighbourhoods on their Fuller development journey
- **System Delivery Plan** - setting out the key actions and deliverables at system level to support delivery of Fuller in LSC

Team of teams

- There are various INT presentational models but their service content is very similar

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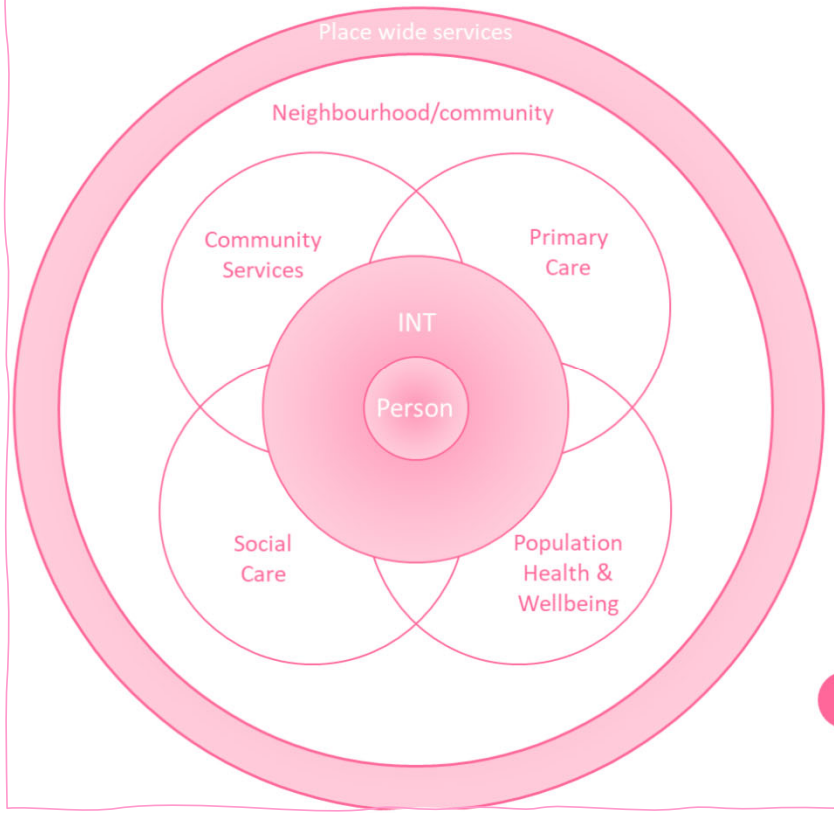
Integrated Neighbourhood Team (INT) model (Morecambe Bay and Fylde Coast integrated hybrid)



- General Practice
- Community Pharmacy
- Community Dental
- Community Eye Care
- Community Services
  - Children and adults
  - Physical and mental health
- Community Consultants/Specialists
- Social care
- Health and wellbeing support, e.g. social prescribers
- Community wellbeing co-ordinators

\+ priority care models/pathways for delivery, e.g. enhanced health in care homes, blood pressure monitoring, etc.

Sequencing approach

- We considered different approaches to the phase 1 ‘core’ INT by Sept 2023 and what a consistent ‘full’ INT would look like by Sept 2025 (our suggested local target)
- The sequence below was preferred as it set a ‘core build’ expectation but with local flexibility to determine the ‘full build’ sequencing based on local population needs

Sequencing of services into INTs
By Sept 2023
• General practice
• Community services – physical - adults
• Social care
Place to determine remaining sequence based on population needs as part of self assessment and annual planning process
By Sept 2025
• Full build complete

Priorities

Three phase ‘core service build’ INT delivery plan

1) Sept 2023 (11 PCNs)
2) April 2024(16 PCNs)
3) Sept 2024 (15 PCNs)

Placed based partnership >> Primary care network	PCNs ranked by Core20 (IMD)	PCNs ranked across the ICB by Core20plus	PCNs ranked within current places by Core2plus
Bay Health and Care Partnership			
Barrow & Millom - M.Bay CCG	14	21	2
Bay Primary Care Network - M.Bay CCG	18	11	1
Carnforth & Milnthorpe - M.Bay CCG	36	41	8
Grange & Lakes - M.Bay CCG	35	35	5
Kendal - M.Bay CCG	41	32	4
Lancaster - M.Bay CCG	23	23	3
Mid Furness - M.Bay CCG	31	37	6
Western Dales - M.Bay CCG	40	40	7
Central Lancashire			
Bridgedale South Ribble - GP and CSR CCGs	33	25	6
Chorley & South Ribble Network - CSR CCG	30	29	8
Chorley Central - CSR CCG	24	18	3
Chorley Together - CSR CCG	29	22	4
Greater Preston Medical Group - GP CCG	13	5	2
Leyland - CSR CCG	25	24	5
Preston North & East - GP CCG	19	3	1
Ribble Medical Group - GP and CSR CCGs	26	26	7
Fylde Coast			
Blackpool Central - Blackpool CCG	4	4	2
Blackpool Central West - Blackpool CCG	1	1	1
Blackpool North - Blackpool CCG	17	15	5
Blackpool South - Blackpool CCG	12	9	3
Fleetwood - F&W CCG	6	10	4
Lytham St Anne's & Ansdell (LSA) - F&W CCG	27	30	7
Torentum - B.pool,F&W CCGs	28	27	6
Wyre Integrated Network Ltd - F&W CCG	32	38	9
Wyre Rural Extended Neighbourhood - F&W CCG	37	37	8
Pennine Lancashire			
Blackburn East - BwD CCG	2	2	1
Blackburn North - BwD CCG	9	16	7
Blackburn West - BwD CCG	10	6	2
Burnley East - E.Lancs CCG	8	14	6
Burnley West - E.Lancs CCG	7	7	3
Darwen - BwD CCG	11	20	10
Hyndburn Central - E.Lancs CCG	5	13	5
Hyndburn Rural - E.Lancs CCG	16	18	8
Pendle East - E.Lancs CCG	22	31	12
Pendle West - E.Lancs CCG	3	8	4
Ribblesdale - E.Lancs CCG	39	33	13
Rossendale East - E.Lancs CCG	20	28	11
Rossendale West - E.Lancs CCG	21	19	9
West Lancashire			
Northern Parishes - W.Lancs CCG	38	39	3
Ormskirk - W.Lancs CCG	34	34	2
Skelmersdale - W.Lancs CCG	15	12	1

Notes:

Core20 ranking uses IMD alone

Core20plus ranking uses IMD, SMI register, depression, LD register & ethnicity data

INT Development Timeline

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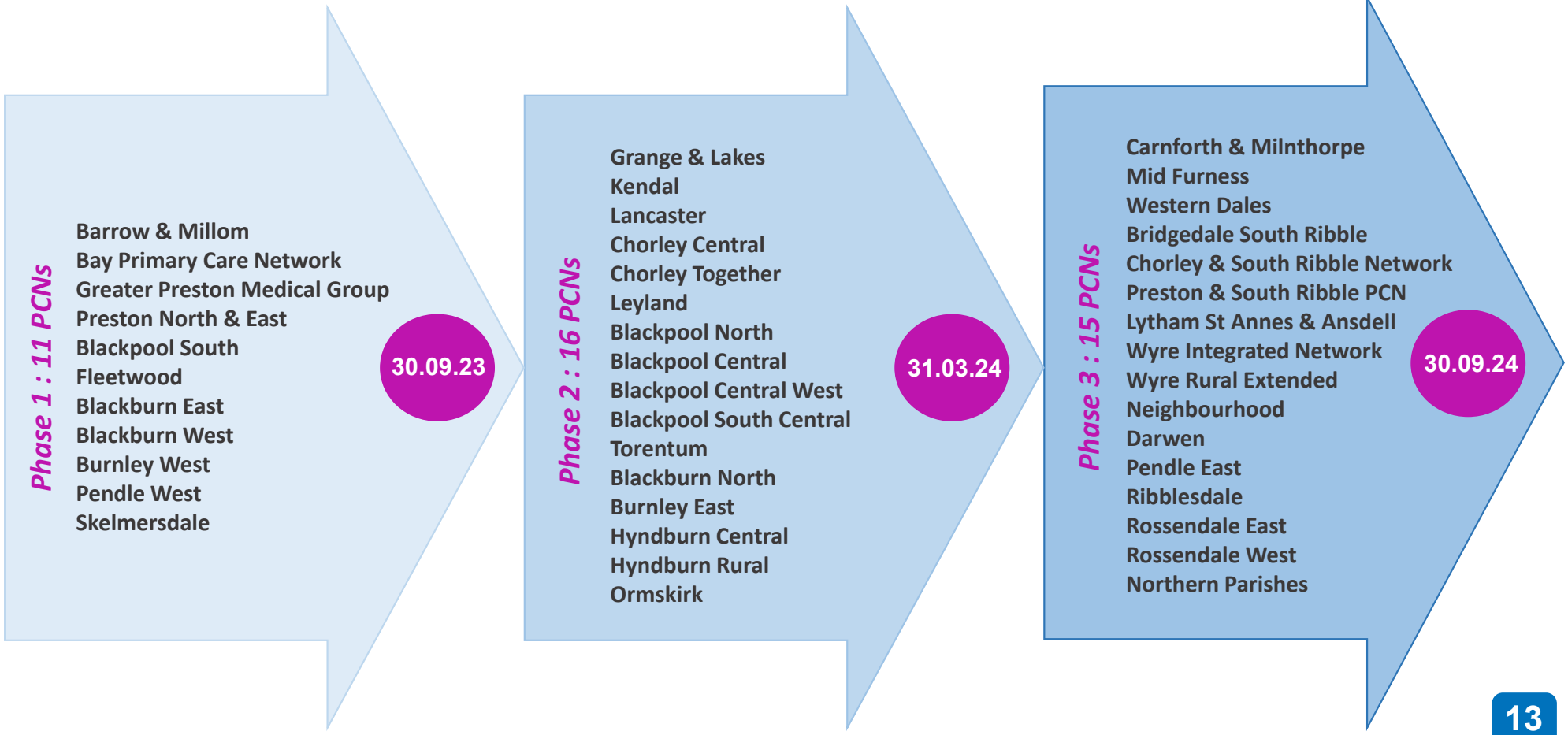

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Web lancashireandsouthcumbria.icb.nhs.uk | **Facebook** @LSCICB | **Twitter** @LSCICB

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NHS Lancashire and South Cumbria Integrated Care Board

Building our partnership - understanding the VCFSE workforce, training and development requirements

Lee Radford – Director of Education and Organisational Development – LSC ICB

Lancashire and South Cumbria Provider Collaborative

Background

NHS Lancashire and South Cumbria Integrated Care Board

- The VCFSE sector are critical partners to developing and delivering care across Lancashire and South Cumbria.
- As an Integrated Care Board (ICB) we want to better understand the workforce, training and development requirements of the VCFSE sector to be able to better support and include the sector in system wide training, development opportunities and planning.
- The ICB is currently developing a system wide, 5-year workforce and training and education strategy that will be submitted to NHS England and we want to include our VCFSE partners in this to help influence this important piece of work.
- Our ICB People Board has identified a strategic workforce priority to map the voluntary sector across L&SC and identify opportunities to improve workforce, careers and widening participation.

Lancashire and South Cumbria Provider Collaborative

Opportunities

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- To share learning and best practice from the VCFSE sector with the NHS, Local Authority and Social Care, and vice versa.
- To explore the sharing of training and development opportunities for the VCFSE sector in the NHS and Social Care, and vice versa.
- To enable the NHS to redeploy Apprenticeship Levy funding to grow and develop talent in the VCFSE sector.
- To improve career opportunities and pathways for the beneficiaries/clients of VCFSE partners into the NHS and Social Care and Local Authority.
- To enable and influence multi-professional collaboration on system wide workforce and education projects that will improve care for citizens and patients in LSC through a highly trained workforce.
- To be involved in the development of new roles to support Place based level care.

Lancashire and South Cumbria Provider Collaborative

We Need Your Help!

NHS Lancashire and South Cumbria Integrated Care Board

- There are many VSFSE organisations in LSC, so how can work together to better understand your workforce, training and development needs ?
- What approach do you think would work best to help us capture this information ?
- Who would like to be involved with this exciting work ?

Lancashire and South Cumbria Provider Collaborative

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Questions?

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Assembly Communications

- **We want to improve our communications and need your help.**

1. LSC VCFSE website – our key channel for all things Assembly / Alliance, help us keep it relevant and accessible.
2. Monthly email bulletins – draft template, your thoughts.
3. Social media;
   - Poll – what platforms does your organisation use currently?
   - Content – we are looking for your opinions to stimulate discussions in our system. 200-300 word blogs with your perspective on almost anything relevant.
   - Please follow the Assembly on Twitter and Eventbrite.
   - Your thoughts on LinkedIn and its recent algorithm change to promote “thought leadership” and opinion. Should we develop a LinkedIn presence or is the website and Twitter enough?
4. **Assembly 5 – IN PERSON EVENT.**

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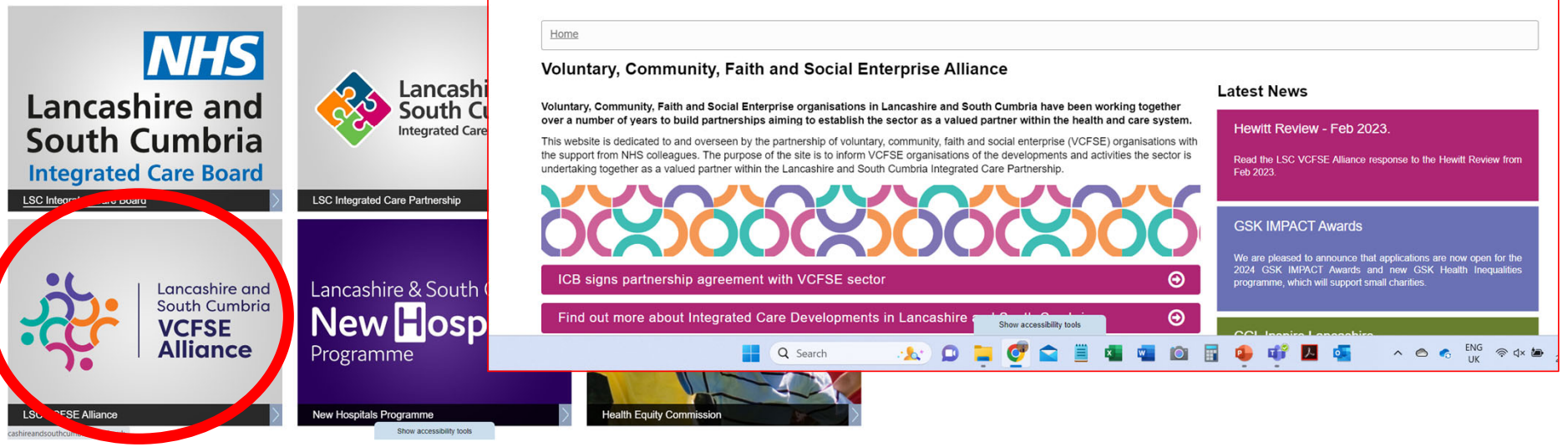
1. LSC VCFSE Alliance website

www.healthierlsc.co.uk



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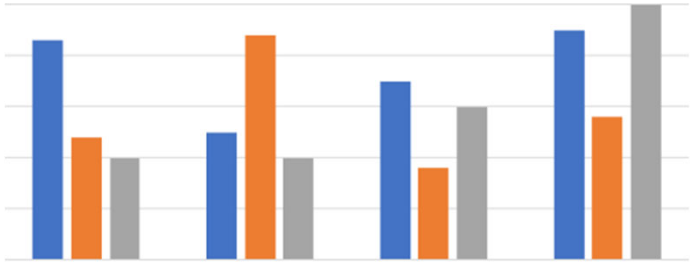
2+3. Draft bulletin & Social Media

Social Media Poll activity



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Assembly 5

19th October 2023

Westleigh Conference Centre
Lea Road,
Preston
PR4 ORB
10am - 2pm

A big thank you to UCLAN for their support, hosting our first in person event, Assembly No 5.

Tickets available **here**.

Please let us know your dietary requirements **here**.