

Report to STP Board: 14 March 2019

Agenda item:	2.1		
Title:	South Alliance – Update		
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Report purpose <i>(Please mark one in bold)</i>			
APPROVAL	DECISION	ASSURE	INFORM
Link to STP Priorities <i>(Please mark all applicable in bold)</i>			
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 <i>(including date)</i>			

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 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 over the summer 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 December 2018, the South Alliance have been:

- a. Engaging with managerial, operational and clinical staff across the South Alliance through an 'Ask and Offer' workshop.
- b. Supporting the CCG in engaging with GPs in Isle of Ely and North Cambridge City on the development of Primary Care Networks and Integrated Neighbourhoods.
- c. Learning from Cambridgeshire County Council's 'Neighbourhood Cares' teams and 'Think Communities' programme.
- d. Working with Granta Medical Practices, Cambridgeshire and Peterborough Foundation Trust, Cambridge University Hospitals and Cambridgeshire County Council to develop Granta Integrated Neighbourhood.
- e. Learning from other areas of the country on their Integrated Neighbourhood models, including Torbay and South Devon.
- f. Working with partners to establish the key next steps for the South Alliance, including a core work programme and the required resourcing to deliver.

2. BODY OF REPORT

Engagement with staff across the South Alliance

The South Alliance held an Ask and Offer workshop on 6 February. The purpose of the session was to identify the barriers preventing organisations across the South Alliance from working together more effectively and commit to taking practical actions to overcome these. Over 40 members of managerial, operational and clinical staff attended the workshop from all of the constituent organisations. The workshop was well received by attendees and the outputs from the session are currently being collated. In March, the South Alliance will review the outputs from the session, including 'quick wins' and proposals for more significant programmes of work owned by clinical and operational

staff. A further session is being planned in Autumn 2019 to follow up on progress and continue to provide a forum for staff to build cross-organisational relationships and work together.

Supporting the CCG with Primary Care engagement

Members of the South Alliance have met with GPs from the Isle of Ely, North City practices and North Villages practices. These discussions have supported practices to start designing their Primary Care Networks, which will in time develop into Integrated Neighbourhoods. This work is being supported by Public Health and the System Delivery Unit (SDU), who are undertaking demographic analysis to understand how Primary Care Networks and Integrated Neighbourhoods can align with local patients' needs, and the CCG and Local Medical Council (LMC) who are leading engagement with GPs on their future Primary Care Network groupings. The South Alliance welcomes the national policy direction set by the *NHS Long Term Plan*, including the ambition to agree Primary Care Network groupings by June 2019 and the launch of a new GMS contract enabling Primary Care Networks and greater local integration with community, secondary and social care services. This endorses the intentions set out in Cambridgeshire and Peterborough's Integrated Neighbourhoods Framework, designed by the North and South Alliances and agreed by the Health and Care Executive in December 2018. Over the coming months, the South Alliance will continue to engage with practices to deliver on the local ambition to develop Integrated Neighbourhoods with Primary Care Networks as their cornerstone.

Developing Granta Integrated Neighbourhood

The South Alliance continues to work closely with Granta Medical Practices on the development of their Integrated Neighbourhood. Granta Medical Practices have commenced work with Geriatricians from Cambridge University Hospitals (CUH) to design new pathways for elderly patients with complex needs, and with Cambridgeshire and Peterborough Foundation Trust (CPFT) to align with their community neighbourhood teams. Further, analysts from the SDU and CCG are undertaking work with Granta Medical practices to bring together primary, community and secondary data sets. The output of this work will enable clinicians to identify, target and provide proactive, evidence-based care to specific cohorts of patients. This work will be formalised through the creation of a Granta Integrated Neighbourhood Project Board, which will be attended by all constituent organisations, including Cambridgeshire County Council, and will aim to enable the progression of Granta Integrated Neighbourhood. A key next step for the Project Board will be to utilise the agreed Organisational Development funding for the South Alliance to deliver a workshop with the wider Integrated Neighbourhood staff group in April 2019. The aim of the workshop will be to design the expected inputs, outputs and outcomes of the model. This will inform the key metrics and evaluation methodology for Granta Integrated Neighbourhood.

Learning from and building on the work of local government

In addition to aligning with Primary Care Networks, Integrated Neighbourhoods will build on the work commenced by Cambridgeshire County Council's 'Neighbourhood Cares' teams and 'Think Communities' programme. The Neighbourhood Cares pilot is based on the Buurtzorg care organisation principles of highly qualified neighbourhood staff who work, live in and know their community. The pilot is initially being conducted in Soham

and St Ives. The Think Communities programme intends to strengthen communities and address the demand for wider public services, such as the police.

The South Alliance seeks to build on the principles being put into practice by these programmes, learn from their progress and the outcomes they achieve, and work with Cambridgeshire County Council to align this with emerging Integrated Neighbourhoods.

Learning from elsewhere

Colleagues from Granta Medical Practices and CUH undertook a visit to Torbay and South Devon in January, to learn from their experience in establishing Integrated Neighbourhoods. The visit reaffirmed the South Alliance's key principles of enabling local, clinical ownership of Integrated Neighbourhoods with Primary Care Networks as their cornerstone and demonstrated the impact this model can have on reducing hospital activity and improving outcomes for patients.

Next steps for the South Alliance

The South Alliance has previously agreed its approach to supporting the development of individual Integrated Neighbourhoods and is currently pursuing this approach with Granta Medical Practices. Alongside this, the South Alliance has identified a number of workstreams which will enable Integrated Neighbourhoods to develop further. These workstreams are listed below:

- Primary Care Network development.
- Engagement with staff, patients and local people.
- Population health analytics.
- Enhanced Health in Care Homes model development.
- Prevention, building on existing Local Authority initiatives such as 'Think Communities' and 'Neighbourhood Cares' pilots.
- Condition specific end-to-end clinical pathways.

The South Alliance has established a Working Group to deliver on these workstreams. The Group is accountable to the South Alliance and is currently attended by colleagues from the CCG, CUH, Local Authority and CPFT. The Group is open to membership from all South Alliance organisations. The ability of this group to deliver is currently limited by a lack of dedicated resource.

The South Alliance have defined and submitted their resourcing request to the STP Task and Finish Resourcing Transformation Group. In the absence of this resource being allocated, and without a delegated budget, the South Alliance has very limited capacity to deliver on its priorities. In light of this, the South Alliance are working with their partners to prioritise the work already in train (including supporting the CCG on engaging with GPs on the development of Primary Care Networks; aligning with and learning from Local Authority programmes; and developing Granta Integrated Neighbourhood) that will lead to tangible improvements in care and meaningful learning. The scale and scope of this work is inevitably limited by the current resource allocation.

3. RECOMMENDATIONS

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

14 March 2019