

APPENDIX 1 - NORTH ALLIANCE UPDATE REPORT

To:	Peterborough Health Scrutiny Committee
Meeting Date:	18 March 2019
From:	Neil Modha and Caroline Walker North Alliance Co-Chairs
Purpose:	The Committee is asked to consider the update on the North Alliance.
Recommendation:	It is recommended that the Committee note the work of the North Alliance

BACKGROUND

The North Alliance was established in June 2018 and comprises of providers, commissioners, Local Authority and voluntary sector that cover Peterborough, and the surrounding areas of north Cambridgeshire. It aims to design care which meets the needs of local people within their communities by working collaboratively and putting local people first, and organisational interests second. The Alliance will 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.

The boundaries of the North Alliance covers Greater Peterborough, Fenland, Huntingdonshire and the Papworth area of South Cambridgeshire. The registered population, based on GP practices within the North boundary, is almost 543,000.

From June 2018 to February 2019, the group have focused on five priority areas which, in turn, align to the STP priority of 'At home is best'.

North Alliance five priorities:

- Develop Neighbourhood Infrastructure: Integrated Neighbourhoods
- Develop Neighbourhood Infrastructure: City Care Centre
- Intermediate Care: DTOC
- Intermediate Care: JET Redesign
- Prevention and Health Promotion

2. MAIN ISSUES

Integrated Neighbourhoods

The North Alliance has created two sub-groups to help deliver the Integrated Neighbourhoods priority. An Integrated Delivery Board (IDB) was established for Greater Peterborough in July 2018 and, more recently, a Hunts and Fenland working group has formed. Both groups have a GP Clinical Lead who is funded via the STP and meetings are well-attended with representation from all system partners. Momentum is building, particularly within Greater Peterborough, and the programme is developing with pace and outputs. This model of local working groups is facilitating the North Alliance vision of local ownership, 'bottom up' thinking and a focus on the local communities the system serves.

The Greater Peterborough IDB has completed an 'Asks and Offers' piece of work which asks each organisation to identify three things they would like an organisation to do differently and in return three things they could offer to improve through integrated working. This generated 160 potential opportunities that have been themed and prioritised to determine those with the greatest impact and those that are 'quick wins'. This has created eight workstreams, each of which have several sub-projects within them:

- Defining Neighbourhoods;
- Access to patient records;
- Multi-Disciplinary Teams Protocol;
- Cambridgeshire and Peterborough NHS Foundation Trust (CPFT) referral processes;
- Shared assessment tools;
- Training and awareness raising;
- Consultant in the community; and
- GP Practice care home alignment.

Representatives from each organisation are supporting the projects associated with these workstreams, however, dedicated project resource is required to implement all the recommendations and changes.

The Hunts and Fenland Working Group will be reviewing the outputs from the Greater Peterborough Ask and Offers process to see what shared learning there is and what is relevant and can be adopted for their area.

The first step to creating the Integrated Neighbourhoods is deciding the grouping for the Primary Care Networks. The Primary Care Networks will cover populations of 30-50k, focusing on a local community and will cover the same geographical footprint as the Integrated Neighbourhood.

Good progress is being made on the geographies and groupings for the Primary Care Networks, and thus Integrated Neighbourhoods. Primary Care are being provided with information on the current service provision, population health data, GP practice sizes and population economics. A detailed engagement process with practices has commenced and they will be supported in deciding the best practice groupings to serve their local communities.

The Alliance is hoping to identify three Integrated Neighbourhoods in Greater Peterborough and one in Hunts and Fenland who will be supported to progress, as a 'Wave One', with the Integrated Neighbourhoods model.

Once the Integrated Neighbourhood groupings are defined and the 'Wave One' Integrated Neighbourhoods are identified, the Alliances will support engagement events to bring the staff working within the community together. They will be encouraged to review their population health data and share ideas on the needs of their local community.

Peterborough City Care Centre

This project aims to increase utilisation of the clinical space at the Peterborough City Care Centre and align services to support the integrated neighbourhood agenda. A capacity review has identified treatment and procedure rooms which several system partners are interested in utilising. A marketing event took place on 6 November which was well attended by interested partners and a good number of expressions of interest were received. The CCG are leading on

the allocation of the space based on agreed criteria including measuring against strategic priorities, social value and non-financial benefits.

Delayed Transfer of Care

The DTOC priority is being led by Jan Thomas (CCG AO) and there is a large programme of work associated with reducing the number of DTOC patients within NWAangliaFT and CUH. The organisations' Chief Operating Officers form the membership of the Discharge Programme Board and have taken ownership for delivering the 3.5% target in their organisations. The group receive monthly updates from this programme board and will help unblock issues if they arise.

Joint Emergency Team (JET) Redesign

Members of the North Alliance contributed to a series of system wide workshops over the summer of 2018 which reviewed the effectiveness of JET and re-designed the extended JET service. The North Alliance endorsed the initial proposal and subsequent detailed report on the redesign of JET and key actions over the next 3-6 months. A JET steering group was established following this to oversee and implement the revised service. The North Alliance monitors progress and helps resolve risks and issues as required.

Prevention and Health Promotion

The North Alliance are committed to developing the Prevention and Health Promotion Agenda for their population. This closely links with the Integrated Neighbourhood priority and supports the Local Authority 'Think Communities' programme.

The North Alliance identified the need for a system approach to Prevention and Health Promotion and established a steering group in October 2018. This group have reviewed the CCGs Prevention Strategy which detailed the three main priority areas of focus:

- Smoking
- Hypertension
- Workplace Health and the NHS

Following this the steering group agreed an initial focus on three demonstrator areas, Huntingdon North, Wisbech, and Central Peterborough. In addition, it will develop plans for Workplace Health as a priority across public sector and NHS organisations.

The North Alliance are aware of the close link between Prevention and Health Promotion and the Integrated Neighbourhoods. There is recognition for the cross over between this priority and the Living Well Partnerships. The Steering Group plan to review the programme and options for future governance in February 2019.

Future Priorities

From February 2019, the group will start reporting against revised priorities which will broaden its scope and sphere of influence.

The revised priorities for the North Alliance are;

- Integrated Neighbourhoods
- Reducing health inequalities and improving health outcomes
- Admission Avoidance
- Patient Flow
- Better use of our estates and facilities
- North Alliance medium-long term plan

Next Steps

Integrated Neighbourhoods remains the greatest priority for the North Alliance. The North Alliance aims to have at least 3 Integrated Neighbourhoods established in 2019/20.

The immediate next steps for the roll out of these are:

- Support Primary Care with deciding Primary Care Network groupings including providing population health data, information on current organisation boundaries and where local communities currently occur.
- Allocate resources for Integrated Neighbourhoods, including programme support, clinical leads and new frontline posts.
- Establish and implement OD plan in each Alliance including dedicated OD fund.
- Implement projects to support collaborative working which have been identified via an 'Ask and Offers' process.