



Bath and North East Somerset,
Swindon and Wiltshire Together

BSW Together

Primary and community care delivery plan summary

Wiltshire Health Select Committee

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Executive summary

The primary and community care delivery plan is a strategic document that supports the broader **BSW Together Integrated Care Strategy and Implementation Plan** and informs operational planning and financial recovery, so that we can better serve our BSW population of children and adults. It was approved by the BSW ICB Board on 21 September 2023.

Purpose

BSW Together has the opportunity to transform how we deliver primary and community care services across the integrated care system (ICS). We want those living and working within our communities, and those who use and deliver these services to feel a step change in how we come together and collaborate. This will create a truly integrated network where everyone’s contribution is valued and recognised.

We need to address important drivers including an ageing population with increasingly complex needs, including frailty; growing demand and pressure across our services and on our workforce; the need for a person-centred approach to care; and the relationship between greater equality, better care, and a healthier economy

Approach

A range of inputs have been captured and consolidated to develop the delivery plan and identify the supporting detail. These include:

- Review of existing BSW Together documents including the Integrated Care Strategy and Implementation Plan
- Broader national policy and guidance including the Fuller stocktake, Major Conditions strategy and NHS Long Term Plan
- Market engagement with local providers and partners
- Stakeholder feedback from the ICBC Programme, Clinical Oversight Group and ICB members, and primary care GPs

Transformation priorities

Six **transformation priorities** have been set out to provide a consolidated view of the direction of travel for primary and community care services:

1. **Deliver enhanced outcomes and experiences for our adults and children by evolving our local teams**
2. **Adopt a scaled population health management approach by building capacity and knowledge**
3. **Actively co-design and co-deliver preventable models of care by strengthening local partnerships and assets**
4. **Increase personalisation of care through engaging and empowering our people.**
5. **Improve access to a wider range of services closer to home through greater connection and coordination**
6. **Support access to the right care by providing co-ordinated urgent care within the community**

Each transformation priority is then detailed through **interventions and actions** which identify the specific activities that need to be completed to support successful delivery of each transformation priorities.

Five **focus areas** are considered across all priorities: health inequalities, children and young people, mental health, major conditions, learning disabilities and autism.

This delivery plan will be supported by the **six enablers** identified in the BSW Together Integrated Care Strategy, as well as an additional enabler on commissioning and contracting:

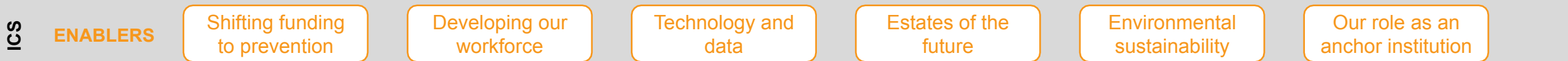
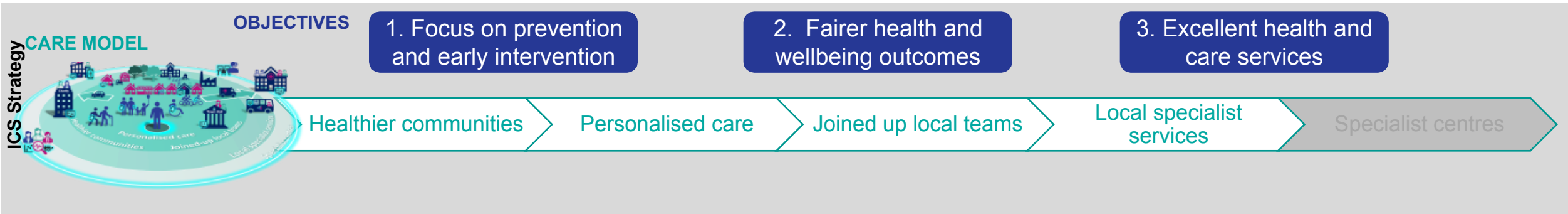
- Shifting funding to prevention
- Developing our workforce
- Technology and data
- Estates of the future
- Environmental sustainability
- Our role as an anchor institution
- Commissioning and contracting

This work is part of the Integrated Community Based Care Programme, one of six BSW transformation programmes. It is one of the first priority transformation programmes and focuses on community services. The ICBC programme is also the vehicle for the recommissioning of community services.



Summary of the key elements of the delivery plan

The transformation priorities are articulated below and mapped to the ICS Strategy and BSW care model objectives





A reminder - the BSW health and care model in more detail



Delivery plan approach

- What inputs have been considered?
- How was the delivery plan structured?
- What feedback did we receive through our engagement?



The delivery plan takes the ICS Strategy and focuses in detail on primary and community care services

It consolidates and aligns to existing documentation and engagement to date, and incorporates direct feedback from across the system



BSW Together integrated care strategy	BSW Together implementation plan	BSW Case for change	Avoidable admissions + Frailty
Benefits Master Version	BSW Care Model	ICBC Programme outputs	ICBC service design
ICBC service design CYP	Children's services review	Care model personas	Fuller Stocktake
NHS long term plan	NHS long term workforce plan	Delivery plan for recovering access to primary care	Creating better health value
Major conditions strategy	Market engagement July	Market Engagement August	Draft plan testing in Sept 23

Consolidation

The delivery plan structure

Principles

The values which guide the decision we make. These link to system-wide themes and are based on the case for change and the BSW Together integrated care strategy

Focus areas

Specific areas which have been identified as most important to focus on. These cut across all transformation priorities

Transformation Priorities

Key objectives which will transform community and primary care the most

Interventions and actions

The activities we will take to deliver the priorities

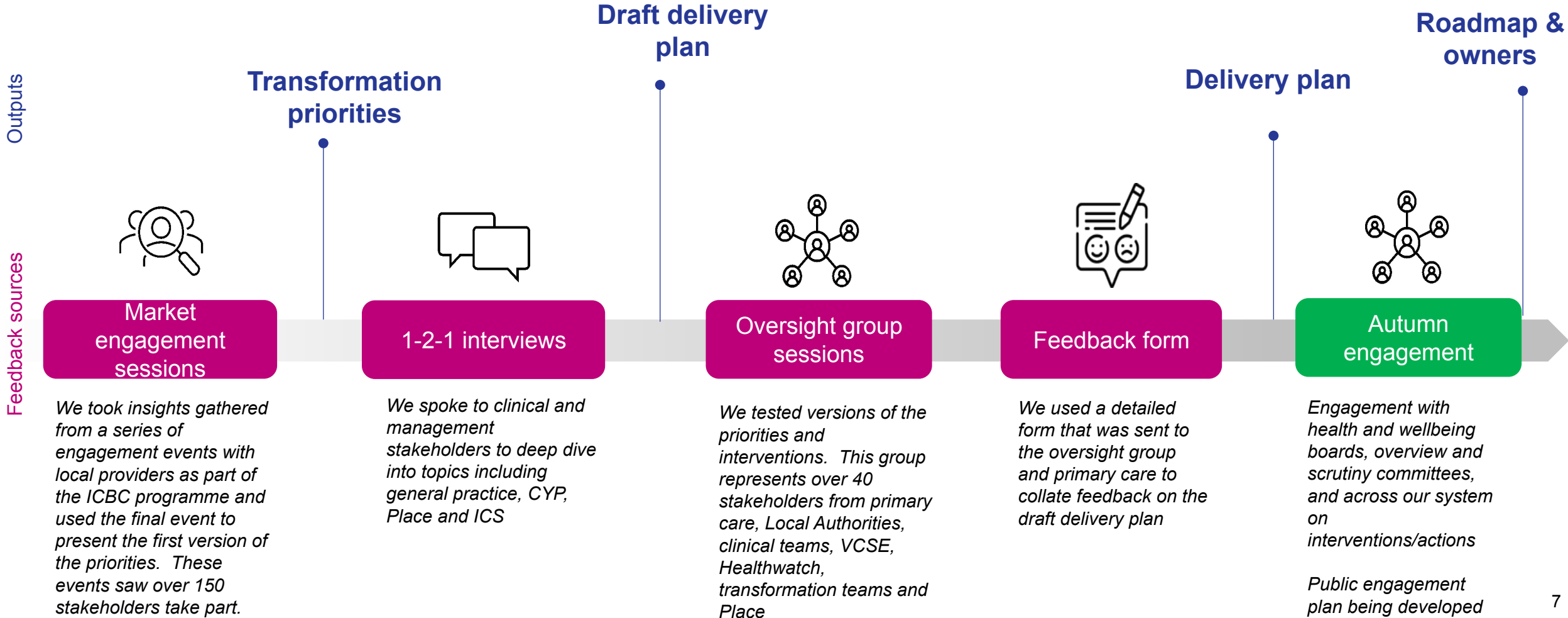
The structures which enable delivery based on the BSW Together integrated care strategy

Enablers



Feedback

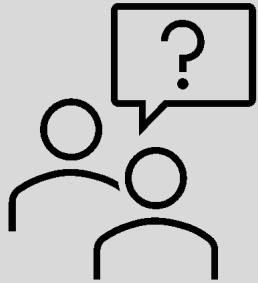
We used feedback from a range of clinical and non-clinical stakeholders and sources, and iterated throughout the development of the delivery plan





Feedback on the draft delivery plan

Feedback was generally positive with some helpful clarifications, recommendations or specific examples provided



30 survey respondents

- 11 GPs
- Plus representation from digital, clinical directors, BSW academy, children's services, place directors, estates, public health, commissioning, voluntary sector, and transformation

You said...

The priorities need some work and we should emphasise empowering patients

I want to see stronger links to focus areas (particularly health inequalities and CYP)

This isn't deliverable *and* this isn't ambitious enough

This doesn't include the detail of how and when we'll deliver this

This won't work without more workforce capacity and greater funding

We did...

Priority wording has been changed although general theme has remained the same. We have added a sixth priority with regards to empowering patients

We've included an 'impact on focus areas' section in each priority and added extra emphasis throughout the document

We have tried to maintain a balance between having something to aspire to and recognising challenges that exist

This is a strategic document and we expect detail and timelines to be built out through the ICBC and other transformation programmes.

We've added extra detail on financial assumptions and made sure we align to the NHS long term workforce plan and the BSW workforce enabler



Delivery plan content

- Principles
- Focus areas
- Transformation priorities
- Interventions
- Enablers



Principles



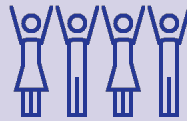
These principles link to system-wide themes and have been developed based on existing principles across system strategy and programmes.



Localisation

Focusing on the population's needs rather than sectors, organisations or services.

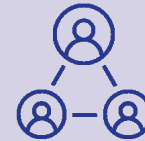
Highlighting the importance of community engagement and activation, and emphasising the involvement of the third sector.



Equitable access

Reducing inequalities by utilising data and intelligence to inform planning and decision-making processes.

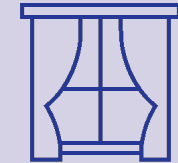
Target interventions and enhancements based on identified areas for improvement.



Collaborating for outcomes

Changing our ways of working (both formal and informal) so that we create a culture of trust across providers.

Empower decision-making and delivery, and strive for better patient outcomes.



Closer to home

Wherever possible, our people should be seen, supported, and treated within at-home or near-home settings within their local communities.

Keeping people well and healthy at home.

The principles have guided, and underpin, all the focus areas, transformation priorities (including interventions and actions), and enablers.



Focus areas



At the system, and national level, there are several focus areas that have been identified that should be considered across all transformation priorities

Health inequalities	CYP	Mental health	Major conditions	Learning disability and autism spectrum disorder
<ul style="list-style-type: none"> • There is a clear link between deprivation and life outcomes; for example, the most deprived 20% areas of Wiltshire have repeatedly poorer outcomes than the least deprived 20%. • Primary and community care must ensure that it can identify, understand and tackle inequalities that exist within its local populations 	<ul style="list-style-type: none"> • Children and young people (0-25 years) represent 30% of the population • Children play an important role of prevention in action as our future adult population • We must make sure that our transformation priorities give proportional weighting and planning to children as well as adults 	<ul style="list-style-type: none"> • We know that mental health conditions have been rising across BSW • We must focus on improving mental health and the principle of 'parity of esteem' across all our priorities • Our primary and community care providers and partners must provide a holistic approach to both mental and physical care 	<ul style="list-style-type: none"> • We need to address the challenge over the life course from understanding drivers to prevent, intervening earlier, and supporting ongoing management of conditions • We currently spend over £120m on events and complications due to diabetes and CVD • Local teams will be a key vehicle to manage (and prevent) major conditions 	<ul style="list-style-type: none"> • Nationally, people with a learning disability have a 49% rate of avoidable death, compared to 22% in the general population. • We want to improve access to education, and support transitions into adulthood and employment • We must work to identify and address care gaps such as recommended screening and improve access to diagnosis and support

Where relevant, interventions or actions within this plan have been identified for a specific focus area. Those mentioned are not an exhaustive plan for each focus area.



Our transformation priorities



Based on the system strategy, national policy and guidance, case for change; and guided by the principles and focus areas, we have set out six transformation priorities

Deliver enhanced outcomes and experiences for our adults and children by evolving our local teams

We will build on our existing primary care networks to create more integrated neighbourhoods serviced by providers who can share information, caseloads, and estates to provide more joined up care and the capacity to do so.

Adopt a scaled population health management approach by building capacity and knowledge

We will use data and insight to understand our populations better, identify health inequalities, target marginalised groups, and develop initiatives and services that improve access and result in fairer health and outcomes.

Actively co-design and co-deliver preventable models of care by strengthening local partnerships and assets

We can promote healthier communities and increase healthy life expectancies through better understanding and working with our local communities. We recognise that care and support is best delivered by those who understand the adults and children who live within their communities.

Increase personalisation of care through engaging and empowering our people

We need to shift towards greater prevention and early intervention. We can do so by tailoring our support to a persons' specific needs and using technology advances to provide support in formats that fit with individuals' needs and preferences.

Improve access to a wider range of services closer to home through greater connection and coordination

We will deliver excellent health and care services closer to people's homes and overcome inequality of access by creating stronger physical and virtual connections between primary and community care and specialist services.

Support access to the right care by providing co-ordinated urgent care within the community

We want emergency care to be for those who need it most and know we can help people to address their urgent needs within the community. This can prevent avoidable admissions and result in better outcomes and experiences.

Transformation priorities and interventions

Each transformation priority has been divided into interventions which are detailed into actions within the delivery plan.

We are keen to hear feedback on these interventions and actions.



Deliver enhanced outcomes and experiences for our adults and children by evolving our local teams

- 1.1 Create a system-wide blueprint for local teams and set up the structures needed to enable it
- 1.2 Harness the role of wider primary care in local delivery
- 1.3 Build the capacity and capability to deliver local teams within primary care

Adopt a scaled population health management approach by building capacity and knowledge

- 2.1 Provide system-wide support to embed a consistent PHM (population health management) approach
- 2.2 Use insight to identify care gaps and develop and prioritise targeted initiatives
- 2.3 Support local teams to scale the use of PHM (population health management) in their work

Actively co-design and co-deliver preventable models of care by strengthening local partnerships and assets

- 3.1 Address current barriers to working with local partners and providers
- 3.2 Increase our awareness and use of community assets in the delivery of care
- 3.3 Build meaningful relationships to ensure our communities and local people are involved in the design and delivery of services

Increase personalisation of care through engaging and empowering our people

- 4.1 Expand the use of personalised budgets across the system
- 4.2 Increase awareness of services to support better decision making
- 4.3 Roll out digital and remote initiatives that support at-home and near-home management

Improve access to a wider range of services closer to home through greater connection and coordination

- 5.1 Define the local specialist care model to link services together
- 5.2 Provide more wrap around services within the community
- 5.3 Increase local teams' access and connections to specialist advice and guidance

Support access to the right care by providing co-ordinated urgent care within the community

- 6.1 Design a system-wide single integrated urgent care pathway that can flex to local needs
- 6.2 Increase awareness and optimise use of same day urgent care services
- 6.3 Improve the community-based mental health interfaces



Enablers



The six enablers outlined in the BSW Together Integrated Care Strategy will underpin interventions and actions that are detailed in this delivery plan. For the purpose of this plan, we have added an additional enabler.

Shifting funding to prevention

Enabling the left shift of funding from those treating ill-health towards initiatives and structures which prevent it in the first place

Developing our workforce

Developing the capacity and capability of our workforce to support their wellbeing and their ability to deliver the our services

Technology and data

Utilising new advances, tools and systems that can help us deliver joined-up care and provide data and insight for better decision making

Estates of the future

Evolving how we use estates and making sure it is fit for purpose so that we can deliver care in the right place that meets the needs of our people

Environmental sustainability

Considering how we enable people and organisations to make decisions that benefit the environment and understand how services can impact it

Our role as an anchor institution

Supporting BSW Together's role as an anchor institution such as through employing local people and investing in local infrastructure

Commissioning and contracting

Increasing the sustainability of our providers by transforming how we commission and contract and putting greater emphasis on collaboration



Next Steps

Engagement:

- We will continue to engage with key stakeholders particularly as we refine the interventions and actions for the system
- The Plan will be shared with Health and Wellbeing Boards, and Health Overview and Scrutiny over the coming months
- We will continue to engage with the members of the ICS Oversight Group that was established to oversee the development of the Plan (40 stakeholders from across BSW)
- Views from the local LMC and Primary Care Collaboratives will be included as we iterate the actions we need to take to deliver the plan
- We are developing a public engagement plan as well to share the detail and seek feedback on the interventions and actions

Roadmap for delivery

- We will be developing a clear roadmap for delivery of the key actions. This is being tested through the Integrated Community Based Care (ICBC) Programme Clinical Reference Group
- We will be identifying action owners and methods of evaluation

Your thoughts:

- We welcome views and feedback from the Wiltshire Health Select Committee today to help us develop the delivery interventions and actions in the plan

Finally:

The document will be used to inform the ICBC Programme documentation, and we will use this document to help inform future investments and prioritising our programmes of transformation within Primary and Community Services



Thank you

Any questions/feedback