



Bath and North East Somerset,
Swindon and Wiltshire
Integrated Care Board

Wiltshire Integrated Care Alliance Update for Health and Wellbeing Board

January 2023



Wiltshire ICA Development Update

The Wiltshire ICA :-

- Established its Partnership Committee – monthly meetings commenced in October. December's meeting was a seminar focussed on the outcomes of the Joint Strategic Needs Assessment and discussion around next steps towards a revised transformation programme that centres on population health and wellbeing inequalities. Further development sessions will be held to develop this programme further.
- Over the coming months we will refresh our Alliance priorities and work programme. Alliance Partners will work together to improve and resolve challenges across our area – our plans will address concerns such as primary care access, working with our VCSE colleagues, the Cost of Living crisis, Workforce gaps, access to services and reducing waiting times.
- The January Committee meeting (31st) will continue the development of supporting processes and then structure itself around supporting readiness preparations for a Wiltshire SEND inspection and engagement around our system Operating Plan response – bringing together the Joint Local Health and Wellbeing Strategy and Integrated Care System Strategy aims, ambitions and delivery plan.
- The Committee is reviewing its sub-group and delivery structure to ensure direct connection between developing strategies and the role of the Alliance in informing and delivering these ambitions.
- Work across our interim key delivery areas (see following slide) continues.



Interim Delivery Areas 22-23 – For Information

Operating Plan /Mandated Priorities

- 1. Financial sustainability** –including joint decision making around complex care funding and BCF funded schemes
- 2. Urgent Care and Flow Delivery** – increased admission avoidance activity, improved flow and D2A and delivery of related schemes resulting in reduced NCTR and LOS, and robust winter planning.
- 3. Ageing Well in Wiltshire** – including implementation of Virtual Wards, 2hr Urgent Response, Anticipatory care and long term conditions recovery
- 4. Primary Care** - National Priorities. Delivered via new primary care DES including enhanced access for PCNs and health inequalities.
- 5. Mental Health** – Implementation of community services framework continues, Annual Health check performance for SMI across Wiltshire
- 6. LD&A** – LD Road Map priorities, LD health checks building on improvements delivered. Early Intervention Positive Behavioural Support (PBS) for Primary Pupils in Special Schools, supporting SEND agenda.
- 7. CYP and SEND** –FACT delivery for Early Family help. Focus on CYP emotional wellbeing. SEND strategy and implement new SEND Health Advisors role.
- 8. Joint Strategic Needs Assessment** refresh Oct 2022 to inform the HWB Strategy update and ICS strategy development
- 9. Governance and processes** – establishing and embedding these for the ICA.

Transformation 2022-23

Work prioritised as ICA partners – may be linked to other priorities

- 10. Connecting with our Communities** - establish routes for genuine co-production and decision making for our ICA way of working to embed People and Communities strategy and guidance
- 11. Neighbourhood Collaboratives** – establish more collaboratives (leading to 13 in total, with the Wiltshire learning forum fully embedded) and connecting support for High Intensity Users.
- 12. Personalisation of Care for People at the end of their lives** - Revising non-clinical processes ensuring people’s needs are met when and how they choose by re-defining decision and funding pathways and reconfiguring service provision – moving to a Lead Provider approach.
- 13. Ageing Well; transformation of End of Life Care, Anticipatory Care** – reviewing and embedding good practice, supporting PCNs with new DES services, expand care home virtual MDTs and completion of Optum project.
- 14. Urgent Care and Flow Improvement** – programme of work to improve ability to manage system flow for Wiltshire residents - , Care Coordination, Domiciliary care provision.
- 15. Mental Health Community Services – Including Mental Health Community Framework and LD and Autism** – Pilot Neighbourhood Sites in Warminster and Westbury will focus on increasing strong rate of annual health checks and develop and roll-out of Access Model across Wiltshire
- 16. Families and Children's Transformation work programme** - Establish a clear family help offer and single brand multi-agency approach to include ICB/Wiltshire Police/ Wiltshire Council/FACT.

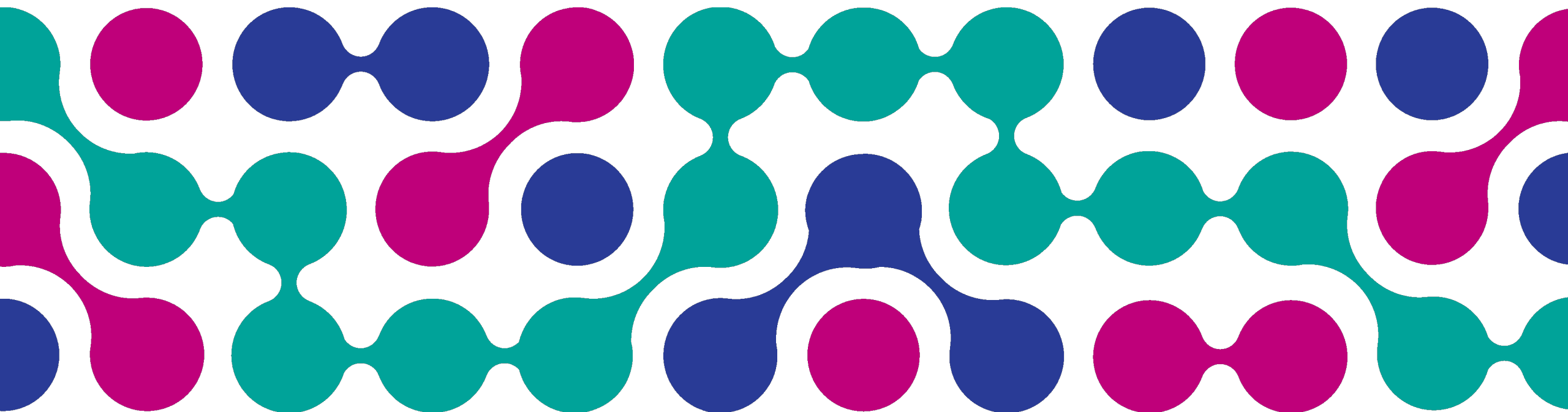
Towards 2023-2024

Towards our ambitions in how we work together

- 17. Development of response to Long Term Plan refresh** – ETA October publish date. December is current required submission.
- 18. Building our Capability for Population Health and Care** – embedding a population health and care led approach.
- 19. Refreshed approach to Transformation planning** – including taking a population health and care-led direction.
- 20. Alliance Development** – continue developing our ways of working and undertaking OD work.
- 21. Establish the Alliance Identity** – developing and establishing the ways we communicate and engage with people working across our place, sharing our work programme and encouraging participation.
- 22. Re-launch the Professional Leadership Network as the Wiltshire Collaborative** – bringing together learning from the Neighbourhood Collaboratives and offering expert advice and connection. Links with the Health and Care Senate.
- 23. Community services transformation**– guided by our core Alliance principles and Place objectives, working with partners at Place and across the System to transform care models, improve outcomes and optimise use of resources

Our Transformation Work Programme 2022-23

Update January 2023



Our Work Programme in 2022 / 2023

Governance is via the ICA Delivery Sub Groups to the Alliance Delivery Group

Programme Area and Work

Outcome

Progress

Families and Children Transformation (FACT)

Focus on prevention and early intervention. Developing a single brand/ integrated services working at a community level offering Early Help/support for 0-19yrs. Pilot Neighbourhood Focus Sites in Warminster and Westbury will work together to deliver this programme and establish a single brand multi-agency approach to include ICB/Wiltshire Police/ Wiltshire Council/FACT.

To develop a strong community of practice around community health for CYP and their families so that they are able to access support more easily and rapidly within their own neighbourhood.

- Warminster and Westbury secondary schools have agreed their commitment to engage/ There is a confidence that primary schools and early years will also engage and briefings are arranged for December 2022.
- 29/11/22- Implementation Plan/ TOR and Strategy being revised and will be circulated in December 2022
- Draft outcomes framework being developed and further meetings taking place in December 2022
- Theory of Change workshops are planned with the Steering Group and Pilot Operational Group
- Recruitment to remaining posts will take place during December and February

Mental Health Community Services Framework

Long Term Plan's vision for a place-based community mental health model, and how community services should modernise to offer whole-person, whole-population health approaches, aligned with PCN approach.

The overall aims of this programme are to improve mental health services and to ensure they are inclusive and cater for all ages. One important factor is to grow the capability to delivery care closer to home and reduce the need for patients to travel to seek care. The programme also aims to facilitate early intervention for patients in order to support mental health well being. The primary role of this group is to promote the integration of mental health services across BSW. This programme seeks to develop services in a co-produced way. This programme build on the ambitions of the NHSE 10 year Mental Health Plan.

People with LD will be offered an annual health check in a personalised and accessible way, meaning their health is maintained and emerging concerns are identified at an early stage.

Wiltshire residents can expect seamless access to mental health support and assurance that they will be directed to the appropriate services from the outset.

3rd Sector Access Model:

Swindon PCN pilot currently on hold EQIA requested by AWP.
PCLS pilots live now BSW.
IG and Rio with executives at present
Swindon 3rd Sector and Rapid Response vehicle going live in Swindon 28.11.2022.

SMI Register:

Estates review of clinical and non-clinical space currently taking place.
Working group established (next meeting 29.11.2022), sub working groups to be established.

Defining AWP health check offer.

Draft communication to GP about accessing First Options to complete health checks, out for comments.

Older Adults:

DDR workstream established, TOR to be completed.
Dementia strategy Board to commence from Jan 2023.

16-25 Pathway:

Chairing structure to be confirmed.
TORS are completed and out for comments.

Programme Area and Work	Outcome	Progress
<p>End of Life Care Process Improvement – CHC Fast Track Model</p> <p>The End of Life Care Model will provide a more efficient, personalised care pathway to ensure that health and care needs in the last 12 week of life are addressed and the individual is allowed to die in the place of their choosing. Model aligns with Palliative and End of Life Statutory Guidance for ICBs and NHS Long Term Plan.</p> <p>The proposal incorporates the eight recommendations cited in ‘A Vision for Enhanced Palliative and End of Life care across BSW ICS’.</p> <p>It is proposed that a community based, clinically led team is established to provide care for those with continuing health and care needs and a wish to die or be cared for at home, (including Care Homes).This care centred approach will incorporate the needs of the family and known carers.</p>	<ul style="list-style-type: none"> Improved experience of individuals and their families Better use of resources both colleagues and funding. Aligned with BSW strategy and care model Wiltshire Alliance CHCFT model provides an early identification system to personalise End of Life care for those with a prognosis of less than 12 weeks. People will have rapid access to appropriate and safe care at the end of their lives, reducing waiting time for discharge and enabling them to die in the place of their choosing. The recommendation to use Personal Health Budgets will ensure there is greater choice in care provider, and should personalise how care is delivered. 	<p>Business case presented to Exec Board on 12.12.22. Finance options are currently being considered. Paper to be returned to the Board with proposed finance options during January 2023 for finalisation. Presentation to the VCSE Leadership Alliance on 15.12.22 received a positive response. Alliance Leaders agreed to engage in conversations with those leading work with stakeholders. Bereavement support was identified as a key area for future support from the VCSE.</p> <p>An Engagement Workshop with providers is being planned for February 2023. Outcomes from the workshop will inform the final business case which will be presented to the ICB Board in April 2023. All dates are indicative according to internal governance routes.</p> <p>Additional steps; Project Lead working with Procurement during Dec ‘22 & Jan ‘23 to create assurance processes required as part of the mechanism to ensure finalisation of the model.</p>
<p>Alliance Neighbourhood Collaboratives</p> <p>Born from the Neighbourhood Focus Site project and the Optum work, this model supports neighbourhoods (PCN footprints) to establish collaborative groups, working in a population-health management focussed way to make changes aimed at closing population health gaps and to co-produce and design solutions to very local challenges. Fully established, 13 collaboratives would be working across Wiltshire with a fully formed model of support, leadership and networking to learn and share. A Wiltshire-Wide Collaborative will offer a place to connect, learn and share across all the Neighbourhood Collaboratives – celebrating success, seeking and receiving support, and connecting into networks of professionals.</p> <p>Proposal is to bring 2 more ‘test and learn’ sites on in the next 12 months.</p>	<ul style="list-style-type: none"> Priority identified by Wiltshire Alliance membership. Alignment with local and national priorities, strategies and primary care requirements. Improved population health and wellbeing outcomes through locally identified priorities and integrated improvement work. Longer term vision and change – sustainable and meaningful Making better use of resources Supporting our workforce – effectiveness and wellbeing Professionals and communities have a way of working together to design and implement solutions to inequality gaps and to work through delivery of key required changes 	<p>ICA-wide Steering Group launched – next session Feb 1st. Currently designing the session with partners.</p> <p>Melksham and BOA to begin Pathfinder project, adding to Trowbridge (to relaunch)</p> <p>Readiness Review completed – in trial</p> <p>Induction Launch Programme nearing final design – to be launched Feb / March.</p> <p>Toolkit completed – currently in development to publish</p> <p>Aiming to hold first Wiltshire Collaborative in March.</p> <p>Comms plan developed – pending feedback from Comms Team.</p>

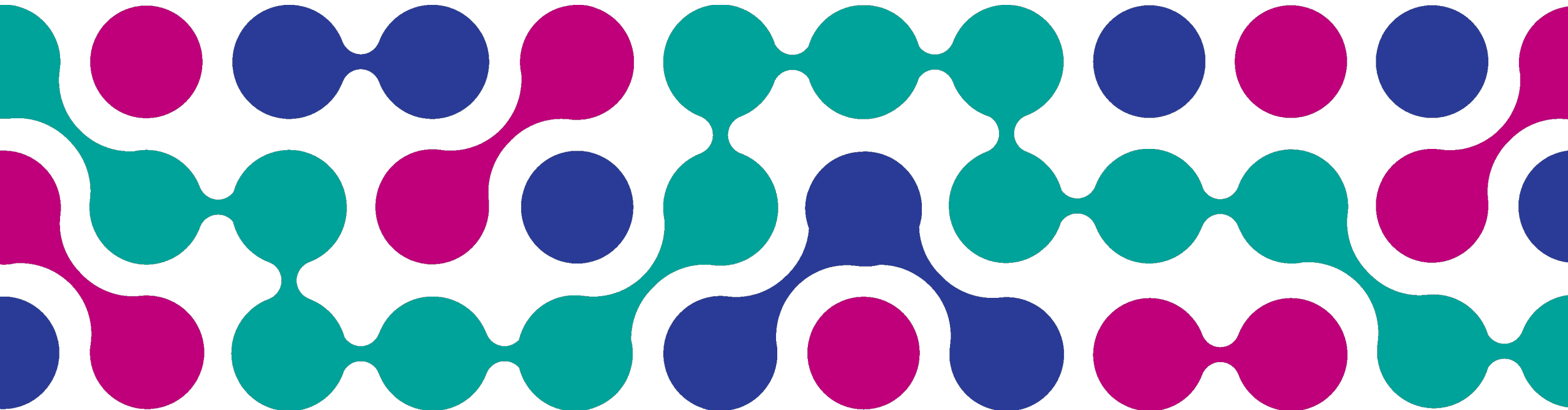
Programme Area and Work	Outcome	Progress
<p>Urgent Care and Flow Improvement</p> <p>Full participation in BSW-led work streams; Front door services, in-reach to acute pathway, Referral processes, Data and information sharing, BSW principles and Escalation process</p> <p>Development and delivery of Locality Improvement Programme as a result of the learning from the SAFER / MADE weeks in May & June 2022 and other programmes of work.</p>	<p>Wiltshire residents will benefit from effective, responsive and integrated services which are able to support maximising capacity within our acute trust partners. Ambulances will not wait at ED front doors.</p>	<p>Improvement plan remains in place – focus however has been on responding to system pressures. Some elements have been progressed via the 22/23 ASC national funding- increased in-reach to acute trusts etc..</p> <p>Currently reviewing P1 Home First Model to develop future model. Projects to reduce Community Hospital and P2 D2A LOS / improve discharges have commenced. Falls prevention currently rolling out.</p> <p>Plan for future P2 care home model going to Partnership Committee 31/1/23.</p>
<p>Discharge Communications Project</p> <p>Previous SAFER MADE events held across the Acute and Community Hospital have highlighted a deficit in understanding of discharge pathways. Confusion around what is on offer for BSW Wiltshire facing patients has impacted on the timely transfer of care for those who are medically optimised. Therefore, an increase in knowledge of discharge pathways 1-3 is required, In order to achieve this it has been decided to develop a suite of resources which explain to patients, their families, acute and community colleagues, what discharge options are available, when medical optimisation has been achieved</p>	<ul style="list-style-type: none"> • Reduce the amount of time clinicians spend following up on discharge conversations. • Reduce confusion and CHOICE delays. • Decrease the number of complaints. • Improve the quality and experience of the whole discharge process for patients and carers. • A reduction in the length of stay in hospital. • Better handovers of care to community providers 	<p>This work is being led by Wiltshire on behalf of all three places. Communications resources plan identified and work is under way to develop and confirm the content. Funding potentially being sourced, - Proposal currently pending approval.</p> <p>Working with VCSE to reach out to the community to gather lived experiences. Questionnaires have been shared with carers and those people living with LD and Autism. Wiltshire CIL are contacting PW1 and PW2 patients to arrange face to face interviews. Discussions and comments have been shared via social media. Citizen panel results have shown what information carers and patients would want.</p> <p>PW2/3 resource template developed and will be shared with group. Continuing with development plan – aiming to hand to a media provider within 8 weeks if funding is approved.</p>
<p>Ageing Well in Wiltshire</p> <ul style="list-style-type: none"> • Ensure implementation of the Long-Term Plan ambitions in Wiltshire • Co-develop Virtual Ward model and ensure achievement of national target for Wiltshire by Dec 2023 (40beds per 100k) • Pathway 2 Bed Model Implementation – revised framework and model for commissioning care home beds. • Ensure 2hr Crisis Response fully functional across Wiltshire, maximising effectiveness. • Progress Anticipatory Care roll-out across identified conditions – both Virtual Wards and Care Home MDTs 	<ul style="list-style-type: none"> • National ‘must do’ requirements • Key to supporting system flow • Fits with BSW Care Model • Improved outcomes for our population • Some schemes have moved to ‘BAU / Service Development’ but this is recognised as a high priority area. 	<ul style="list-style-type: none"> • Projects have moved to embedding phase. • 2hour rapid response now fully meets national requirements • Overnight Nursing – at full recruitment and full service commences Feb 2023 • Wiltshire Support at Home – recruitment continues (approx. 65% complete) and block dom care contracts in place to support shortfall. • Virtual Ward open – proceeding as per plan to increase capacity. • Care Home Virtual MDTs now fully open and staffed, working closely with care homes to avoid unnecessary admissions and maximise outcomes.

Enabling Workstreams

Programme Area and Work	Outcome	Progress
<p>Connecting With Our Communities</p> <p>Will develop and implement the Wiltshire delivery of the People and Communities Strategy. Directly links and supports the Neighbourhood Collaborative Work as an enabler and supports the Council’s focus on improving outcomes in areas of highest deprivation.</p> <p>The CWOC group will have a ‘helicopter view’ of Alliance work and will provide a mechanism to support and guide meaningful community engagement during throughout development, initiation and delivery of our transformation and service improvement work.</p> <p>To be a vehicle for sharing learning and best practice so we grow our knowledge and capability together.</p> <p>Agreeing and role modelling our Alliance principles of engagement, advocating and enabling good practice across all of our community voice and engagement work.</p>	<ul style="list-style-type: none"> • Decisions taken by the ICA will be made following engagement and discussion with our communities of staff and residents. • Our residents will know where and how to ‘get involved’ to work with us on solving the things they tell us are important to them and in resolving our identified gaps. • Individuals and communities will be able to directly shape and engage with the work in their area to improve health and wellbeing gaps that matter to them. 	<p>Emma Higgins and Amber Skyring confirmed sponsors for the programme</p> <p>Following successful workshop and engagement meetings, the CWOC group will reconvene in January 2023 in a face to face session – this meeting will both agree the priority developments from the work done during the workshop and will develop a pilot model of engagement with Alliance colleagues to test how our population feedback can be integrated in the pathway of our workstreams.</p>
<p>Alliance Development</p> <p>Broad work stream supporting the ongoing development of the Alliance. This includes developing supporting resources and activities:-</p> <ul style="list-style-type: none"> - Ongoing programme of ICA development and face to face meetings - Revising the Programme approach - Developing a communication and engagement plan with defined pathways for sharing information and engagement - Ongoing relationship development across partners. - Continuing work with VCSE partners - Establishing the revised Alliance Delivery Group and Joint Committee - Re-launching the Professional Leadership Network meetings 	<ul style="list-style-type: none"> • We will work together in our Alliance according to the principles we have agreed in a line with a continuous improvement focus. • Underpinning work to support the effective performance of our Alliance and our work programme. • Improved relationships and integration leading to improved use of resources, staff satisfaction and outcomes for our population. 	<p>The Joint Committee has been successfully established – December’s meeting was a Population Health and Care Inequalities seminar, triggering our planning towards our priorities and transformation work programme.</p> <p>The Joint Committee is supported by a re-launched Alliance Delivery Group.</p> <p>Further ICA development sessions will be planned in Q4 and Q1 2023/24 to establish the new transformation programme and to move further towards the benefits of integrated Alliance working for our population.</p> <p>A communications plan for the ICA is in development (to be reviewed by the Alliance Delivery Group and Partnership Committee) which will aim to engage our colleagues and population in the work of the ICA.</p>

Our Forward Plan

To be approved by the Alliance at the Partnership
Committee 31st January



Principles of Our Refreshed Transformation Plan



Bath and North East Somerset,
Swindon and Wiltshire
Integrated Care Board

These principles have arisen through our development work to date and will feed into our transformation and delivery planning:-

- Takes a population health management approach to addressing need.
- Prioritises prevention and early intervention – shifting resources to this approach.
- Takes a holistic Alliance approach and considers wider determinants of health
- Aligns to statutory partner guidance and priorities
- Aligns to ICS Strategy and Delivery Plan and Wiltshire Joint Local Health and Wellbeing strategy.
- Works across organisational and contractual boundaries to “do the right thing”
- Values what our communities value – co-producing solutions wherever possible and taking an asset based approach to developments.
- Enables use of resources in a joint way, genuinely integrating our colleague workforce.
- Identifies best practice here and elsewhere and strives for excellence
- Recognises that change is longer term and effort must be sustained
- Makes best use of technology and digital enablers
- Takes a continues improvement approach and a ‘test and change’ environment supported by Alliance leadership.

Wiltshire ICA Forward View – into 2023



ICA Work Programme

Neighbourhood Collaboratives – Pathfinder Launch. Connecting with Our Communities (CWOC) relaunch meeting



ICA Work Programme

Neighbourhood Collaboratives – group development sessions start. CWOC – first advisory session



ICA Work Programme

Collaboratives and CWOC continue programme plan. Learning from Pathfinder site shared. First Wiltshire Collaborative meeting.



ICA Transformation Plan

Draft Version to come to Partnership Committee to review and potentially approve.



Joint Strategic Needs Assessment

Findings shared with ICA partners – starts informing strategy and transformation plans.



ICA Priorities

Development work to identify and align priorities across strategies and partner objectives.



ICA Development Session

Outcome – to determine priority ambitions for new Transformation Work Programme and inform Place Delivery Plan.



Integrated Care Strategy

Final Version Completed. Overseen by Integrated Care Partnership



NHS Delivery Plan

Guidance release late December – impacts on ICA priorities.



Draft Local Health and Wellbeing Strategy

Full draft will come to Partnership Committee for discussion.



NHS Delivery Plan

Deadline for Draft Submission – 13th February. Committee will review.



NHS Delivery Plan

Final Submission Deadline 1st April – Partnership Committee will review in March.



Partnership Committee Meeting

Focus on Population health and wellbeing inequalities
ADG meets x 2 month



Partnership Committee Meeting

Focus on SEND Inspection Readiness and System Planning focus
ADG meets x 2 month



Partnership Committee Meeting

Mental Health Deep Dive, Alliance and System Delivery Plans
ADG meets x 2 month



Partnership Committee Meeting

ICA Transformation & Delivery Plan – Next Steps
Ageing Well Deep Dive
Focus on Community Engagement
ADG meets x 2 month

December

January

February

March