

# Tower Hamlets Transformation & Improvement Board

## Health & Social Care Integration



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- 1.Context
- 2.Current system
- 3.Tower Hamlets Together
- 4.Next Steps/Opportunities





# Context

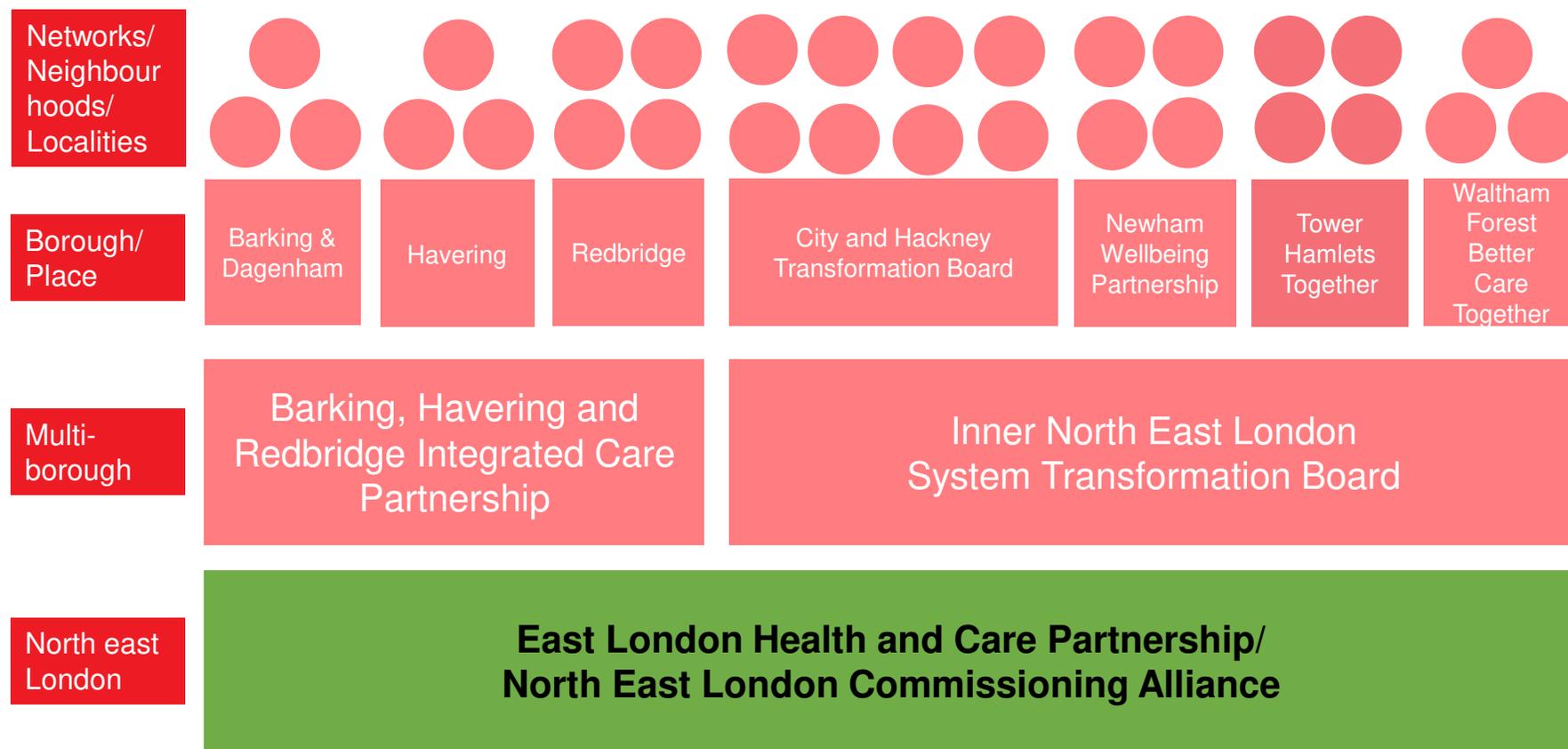


# Integration & the Transformation and Improvement Board



- The Council is becoming more **outcome focussed**
  - A key strategic outcome of the Council is to ensure **people access joined-up services when they need them and feel healthier and more independent**
  - **Integration** is an important part of delivering good health and wellbeing outcomes
  - Residents want **joined-up services**
- **Health and wellbeing** outcomes are a **Council-wide issue** – **wider determinates of health** include housing, environment, early years, community safety
- The **changing landscape of the NHS & NHS Long-Term Plan** – the emergence of **multiple levels of planning, commissioning & delivery**: ‘neighbourhood’ (localities); ‘place’ (borough); ‘system’ (3,4, & 7 borough footprints) and the **blurring of the commissioner/provider split**
  - This creates **opportunities and risk** for the Council
  - **Balance** in integration – **no social care Green Paper** and differential funding approaches
  - Potential further **legislative changes**

# Integrated Health and Care in North East London



**Needs Analysis;**  
**Key delivery unit;**  
**Primary care networks**

**Delivery of Community Based Care, primary care at scale, out of hospital care;**  
**Integrated care partnerships; JSNA**

**Collaborative working between providers;**  
**Strategic partnerships;**  
**Provision at scale**

**Setting overall clinical strategy (Senate);**  
**Linking with national and London**



# Health & financial challenges in Tower Hamlets



## **Our borough faces a number of significant health challenges, including:**

- Amongst the lowest life expectancy in the Country
  - Although improved for men, it varies significantly across the Borough and is lower for females
- Early deaths from major illnesses remain well above the national average
- Levels of common mental health issues are amongst the highest in the country
- 3<sup>rd</sup> highest proportion of the population live in the most deprived areas
  - The impacts of deprivation becoming increasingly concentrated
  - Income deprivation impacts on health
- High levels of childhood obesity; less healthy adult diets; smoking and substance misuse; sexually transmitted infections; low uptake of screening
- High levels of insecure housing and overcrowding

## **Our system faces significant financial challenges:**

- Forecasting a £60m gap between the Council and CCG resources by 2021/22 – unless action is taken
- An increase in community based support (health and social care) will mean moving money around the system (acute to community)



# Tower Hamlets Together



# THT integrated system plan



MISSION	VISION	OBJECTIVES	PRIORITIES FOR ACTION
<p>Transform people's health and lives in Tower Hamlets, reducing inequalities and reorganising services to match people's needs</p>	<ul style="list-style-type: none"> <li>Tower Hamlets residents, whatever their backgrounds and needs, are supported to thrive and achieve their health and life goals, reducing inequalities and isolation</li> <li>Health and social care services in Tower Hamlets are high quality, good value and designed around people's needs, across physical and mental health and throughout primary, secondary and social care</li> <li>Service users, carers and residents are active and equal partners in health and care, equipped to work collaboratively with THT partners to plan, deliver and strengthen local services</li> </ul>	<ol style="list-style-type: none"> <li><b>1. Transform health and tackle inequalities</b> Achieve better health and wellbeing outcomes for all Tower Hamlets residents, as set out in the THT Outcomes Framework, shaped by local people</li> <li><b>2. Improve quality of care</b> Continue to strengthen service quality in line with national standards, local operational priorities and residents' views and needs</li> <li><b>3. Commission and deliver high value services</b> Commission resilient and sustainable services, tackling variation and waste, and ensure the Tower Hamlets pound is spent wisely</li> </ol>	<ol style="list-style-type: none"> <li><b>1. Develop our partnership</b> Collaborate as health and care providers and commissioners, with service users and carers, to plan and solve problems together</li> <li><b>2. Deliver on health priorities and inequalities</b> Support individuals, families and communities to live healthy thriving lives</li> <li><b>3. Design care around people</b> Provide accessible and responsive health and care services, and deliver person-centred integrated health and social care for those who need it</li> <li><b>4. Develop our teams and infrastructure</b> Ensure THT staff and teams have the right support, skills, knowledge and approach</li> </ol>



# THT aims & principles

## Aims

1. Empower people to meet their own needs
2. Enable people to meet their own aspirations
3. Improve health, wellbeing and quality of life
4. Co-produce services and care with people who use them
5. Simplify the system, make it easier to understand and access
6. Ensure the right support, in the right place, at the right time – as close to home as possible
7. Be flexible and responsive to meet personal needs, wishes and outcomes
8. Deliver value for money, making best use of resources across the system
9. Develop self supporting, thriving communities

## Principles

1. All money is public money and that all staff work for the benefit of Tower Hamlets residents
2. Every penny counts, and there is no duplication of services between different agencies
3. Services meet the identified needs of Tower Hamlets residents
4. THT will review and reorganise services and budgets where necessary to ensure that it achieves the maximum health and care improvements from its collective resources
5. Assume there is no new investment due to national policies – and budgets will reduce
6. Partnership working through THT is 'how we do business' in Tower Hamlets



# Delivering for residents – outcomes



After using Tower Hamlets Together services we want residents to be able to say...

Place	I feel safe from harm in my community
	I play an active part in my community
	I am able to breathe cleaner air in the place where I live
	I am able to support myself and my family financially
	I am supported to make healthy choices
	I am satisfied with my home and where I live
	My children get the best possible start in life
System	I am confident that those providing my care are competent, happy and kind
	I am able to access safe and high quality services (when I need them)
	I want to see money is being spent in the best way to deliver local services
	I feel like services work together to provide me with good care
People	I understand the ways to live a healthy life
	I have a good level of happiness and wellbeing
	Regardless of who I am, I am able to access care services for my physical and mental health
	I have a positive experience of the services I use, overall
	I am supported to live the life I want
Tower Hamlets Together	I believe the trust, confidence and relationships are in place to work together with services to decide the right next steps for us as a whole community

# THT achievements



## Operational

Restructured adult social care teams into 4 localities to align with community health services

Developed a social care initial assessment team with strong links to health partners

Pilot of jointly triaged short-term support, e.g. reablement

Supporting independence programme for people with LD, including Shared Lives

Admission Avoidance & Discharge to Assess Service to support older patients to leave hospital quicker

Multi-Disciplinary Rapid Response Team and Physician Response Unit to prevent A&E attendance

Extended access primary care hubs

A new rapid access integrated frailty assessment service

A robust support service for Care Homes resulting in a reduction of A&E attendances

Social prescribing roll out promoting self care and prevention

Established Locality Health & Wellbeing Committees bringing together local professionals

## Strategic

Created a joint integrated commissioning team with a Joint Director

Development of system-wide commissioning intentions and priorities

Development of the THT Outcomes Framework and linked data

Creation of Life Course work-streams to develop population health approach





# Next Steps & Opportunities



# THT challenges and further transformation



## Operational 2019-2021

Increase and broaden access to mental health care for children and young people	Transformation of how primary care is accessed and provided to a young, mobile population	Embed a personalised model of care to include holistic person centred planning and the offer of a personal health budget
Support mothers and families to give their unborn babies the best start in life by connecting up services before pregnancy and beyond	To improve outcomes for adults with common mental health issues such as depression and anxiety by strengthening what is currently provided	Development of an integrated information and advice offer across health and social care and a joined up 'front door'
Make our health, care and accommodation support integrated and responsive to the needs of children who are Looked After	To improve identification and management of those with respiratory issues by reviewing current services and understanding resident experience	All adults living with frailty receive a joined up approach to their care from all professionals and services who work with them
Integrate therapeutic services across home, early years and school settings to improve school participation	Strengthen the market development and management of nursing and care agency providers	Increase the range and availability in Borough opportunities and accommodation for people with LD

## Strategic 2019 - 2021

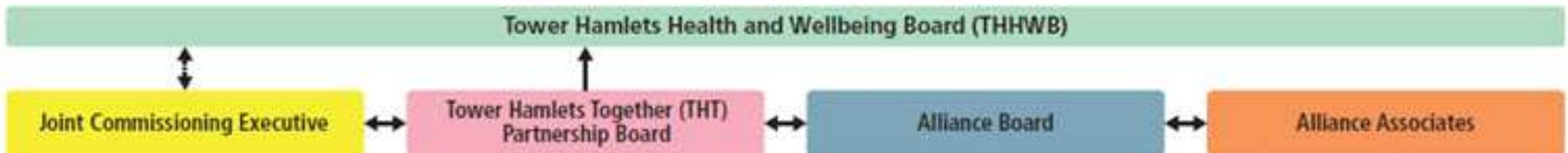
- Embed system-wide planning – commissioning intentions and priorities
- Development of system-wide financial planning and use of resources (estates, IT, workforce)
- Development of pooled/aligned budgets for improved outcomes
- Development of further integrated governance – Council, CCG, providers



# Integrated governance in Tower Hamlets



Integrated governance in Tower Hamlets currently takes the following form:



Board	Role
<b>Health &amp; Wellbeing Board</b>	<ul style="list-style-type: none"> <li>Statutory board that agrees the local health &amp; wellbeing strategy</li> <li>Apex of the borough's health &amp; social care partnerships</li> <li>Focus on system leadership &amp; delivering improved outcomes for residents</li> </ul>
<b>Joint Commissioning Executive</b>	<ul style="list-style-type: none"> <li>Provides leadership to better align resources across health, adult social care, children's services and public health</li> <li>Responsible for joint strategic commissioning of services and ensure arrangements are in place to implement agreed strategies</li> <li>Supports strategic market development and oversight of recommissioning and de-commissioning services</li> </ul>
<b>Tower Hamlets Together (THT)</b>	<ul style="list-style-type: none"> <li>Responsible for supporting HWB to further health &amp; social care integration in the borough &amp; supporting CCG to develop commissioning strategy</li> <li>Building effective relationships across the borough including VCS, communities etc.</li> <li>Promotes population health &amp; oversees service redesign, transformation and innovation, calling to account system failures/underperformance</li> </ul>
<b>Alliance Board</b>	<ul style="list-style-type: none"> <li>Responsible for delivering the Alliance contract which comprises community health services</li> </ul>



# How the system could look

Mayoral  
delegation

CCG Delegation

Provider  
delegation



**Integrated health and social care governance**

This block contains four logos arranged horizontally. From left to right: the Tower Hamlets logo (a green building icon above blue waves and the text 'TOWER HAMLETS'); the GPCARE GROUP logo (a blue square with white text 'GPCARE GROUP' and 'LOOKING PEOPLE, LOCAL HEALTH' below); the thcvs logo (a red and orange circular icon next to the text 'thcvs' and 'Council for Voluntary Service' below); and the NHS logo (the letters 'NHS' in white on a blue background, with 'Barts Health NHS Trust', 'East London NHS Foundation Trust', and 'Tower Hamlets Clinical Commissioning Group' listed below).

**Aligned or pooled funds – decisions (£346m community health and social care across the system)**

**Collaborative funds – eg acute spend across WEL - oversight and recommendations**